

Running Head: BUILDING AN EFFECTIVE MANAGEMENT TEAM

Building an Effective Management Team in the Hanford Fire Department

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Certification Statement

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

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Abstract

This research project was based on the problem that the Hanford Fire Department (HFD) was experiencing a lack of teamwork amongst the management team members and the HFD had not determined the team effectiveness of the management team to work together and confront organizational issues. The purpose of this research was to determine the effectiveness of the HFD management team, to identify methods to improve team effectiveness, and to make recommendations for improvement. The researcher used the descriptive research method to answer five research questions regarding the characteristics of effective teams in organizations, programs utilized by other organizations to develop management staff as compared to the HFD, how the management team makes decisions to solve organizational problems, the team characteristics of the management team, and how effective the management team addresses organizational issues from HFD non-management suppression personnel. The researcher analyzed documents, created questionnaires, and analyzed questionnaire results. The results were that the HFD management team members lacked training and development, the management team used ineffective decision-making styles, the management team possessed multiple characteristics of ineffective and dysfunctional teams, and the management team was ineffective when dealing with issues from non-management personnel. The researcher recommended to evaluate management educational and certification requirements, provide training and development programs for management team members, implement team development measures for the management team, improve decision-making methods, create an organizational development program to oversee team development, and improve labor relations with non-management personnel.

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Introduction

The City of Hanford is located in the San Joaquin Valley in Central California approximately 33 miles south of the City of Fresno. The City of Hanford Fire Department (HFD) provides services within the incorporated city limits, covering approximately 13 square miles with a population of approximately 50,000.

The HFD is in the process of significant growth within the department and organizational structure. Within the next four to five years, the HFD plans to add three shift battalion chiefs and build two new fire stations for a total of four stations, which will double the size of the department.

In the last six years, the HFD management staff has experienced significant changes with the structure and personnel of the organization. In 2002, the present fire chief and a new assistant chief/fire marshal were promoted. In 2008, the assistant chief/fire marshal position was split, and a deputy chief and fire marshal position were created and filled. Engine company fire captains are considered mid-management, and within this timeframe four of the six fire captains were promoted. During the last three years, there were various organizational issues that the management team did not deal with effectively; leaving some of the issues unresolved.

The problem is that the HFD is experiencing a lack of teamwork amongst the management team and the HFD has not determined the effectiveness of the management team to confront organizational issues. Consequently, this has directly affected the department's ability to manage the changing needs of the department and respond appropriately to emerging issues. The purpose of this research project is to determine the effectiveness of the HFD management team, identify methods to improve team effectiveness, and make recommendations for improvement.

Descriptive research will be utilized to answer the following research questions: (a) what are the characteristics of effective teams in organizations, (b) what programs are other organizations utilizing to develop management staff as compared to the HFD, (c) how does the HFD management team make decisions to solve organizational problems (d) what are the team characteristics of the HFD management staff, and (e) how effective is the HFD management team in addressing organizational issues from HFD non-management suppression personnel?

Background and Significance

Like many other departments in the nation, the HFD has experienced significant growth in the community resulting in increased service requests and decreased response times. To meet the changing needs of the community, the HFD also expanded services provided to its citizens to include hazardous materials response, technical rescue, confined space rescue, and emergency medical services (EMS) response provided by basic life support (BLS) personnel.

In the last six years, the HFD management team has experienced significant changes with the structure and personnel of the organization. In 2002, the present fire chief and a new assistant chief/fire marshal were promoted. In 2008, the assistant chief/fire marshal position was split and a deputy chief and fire marshal position were created and filled. Today, the HFD management team consists of the fire chief, deputy fire chief, fire marshal, and six fire captains. Of the six fire captains, four have been promoted within the last five years.

The operations of the HFD are divided into the suppression division and the prevention division. The fire chief oversees all operations within the department and supervises the deputy fire chief, fire marshal, and six fire captains. The deputy fire chief oversees the training of suppression personnel and suppression operations. The prevention division is managed by the fire marshal who is responsible for code enforcement, fire prevention, and public education

activities. The fire marshal supervises one fire inspector that assists with code enforcement within the City of Hanford. Emergency services are provided by 27 line personnel providing emergency services with 6 fire captains, 6 fire engineers, and 15 firefighters on three shifts.

Along with the challenges of growth, the management team has had challenges dealing with personnel and organizational issues. In the last three years there have been organizational problems that the HFD management team has had to deal with regarding probationary testing, overtime issues, policy interpretation, mandatory training, safety, operations, and formation of a hazardous materials response team. Many of the issues caused tension in the organization and led to multiple grievances and an unfair labor practice charge that is being handled by the Public Employment Relations Board (PERB). In addition to these issues, the Hanford Professional Firefighters Local 3898 labor bargaining unit conducted a morale survey in 2008. The results of the survey indicated that the morale of the non-management personnel in the department was low and that contributing factors were the management team's decision making and lack of attention to organizational problems.

The fire chief believed that there were problems with how the managers worked together as a team to handle organizational problems. At a staff meeting in February of 2008, the management team was asked by the fire chief to identify issues that could be causing a lack of teamwork. A list of issues was created and included the following: (a) inconsistent interpretation and enforcement of policies between managers, (b) members of the management team are not on the same page, (c) lack of buy-in from the management team, (d) lack of collaboration, (e) inability to solve problems, (f) lack of trust between members of the management team, (g) non-cohesive management team, (h) lack of personnel development, (i) an unclear vision of the

department, and (j) lack of communication (T. Ieronimo, personal communication, February 15, 2008).

The fire chief is concerned about the ability of the management team to work together and solve organizational problems as a team, but the department has not evaluated the characteristics of the management team to prove that the identified issues are causing the problems.

At a HFD staff meeting on August 15, 2008, the researcher was given direction by the fire chief and deputy chief to conduct research regarding building an effective management team (T. Ieronimo and B. Lynch, personal communication, August 15, 2008). The chiefs are concerned with this problem because the HFD is in the process of adding three shift battalion chiefs and building two fire stations within the next four to six years which will double the size of the department and create another level of management. The chiefs are concerned that if the problem is not evaluated, the inability to work together and make effective decisions as a management team will continue to decline; affecting organizational decision making regarding operations, safety, and organizational effectiveness.

This problem is directly related to content in the student manual of the Executive Development course in the first year of the Executive Fire Officer Program (EFOP) regarding the effectiveness of teams in organizations (United States Department of Homeland Security [DHS], 2006, pp. SM 2-1 to 2-25).

The problem of assessing the HFD management team for effectiveness also relates to one of the five operational objectives of the United States Fire Administration (USFA) by ensuring the management team will be able “to respond appropriately in a timely manner to emerging issues” (DHS, 2008, p. II-2).

Literature Review

The main focus of the literature review revolved around the five research questions regarding team characteristics and methods to improve team effectiveness. The literature review was conducted to examine the importance of teams in organizations and involved reviewing books, journals, magazines, and internet articles. The literature review started at the Learning Resource Center (LRC) located on the National Fire Academy (NFA) campus while attending the Executive Development course.

Characteristics of Effective Teams in Organizations

The use of teams in organizations has grown in popularity and the fire service has relied heavily on teams to deliver emergency services throughout its history. One of the main reasons that teams are used is because they usually perform better than the efforts of an individual and employee talents are utilized more effectively with teams (Robbins, 2003).

De Janasz, Dowd, & Schneider (2002) explain that a group is not the same as a team and that a group is merely people gathered that may or may not be working toward the same goal, but a team is a collection of individuals that are working collectively toward a common goal. The main characteristic of a team versus a group is that team members are interdependent. Interdependence amongst team members improves the ability to achieve objectives because the performance of each team member is dependent on the individual performance of each team member (Harvey & Brown, 2001).

Engleberg and Wynn (2003) describe a team as a type of work group that is permanent and responsible for completing organizational functions. Harvey and Brown (2001) divide work teams into two types. A natural work team is dependent on the organizational structure and the

similar jobs between members. The second type is a temporary task team that is formed for a specific amount of time to handle an issue.

Parker (2006) states that teams must have a clear purpose and they have to know why they exist; this can be accomplished by creating goals, a mission, or a vision. A shared vision should be created to define the future of the organization and guide the efforts of the team including the organizational mission statement, objectives, and goals (Parker, 2006). Team members should understand the vision and their role in achieving it and the team should be empowered and excited by the vision (Sevier, 2006a). The Department of Homeland Security (2008) explains that a clear, elevating goal or vision is characteristic of an effective team (p. SM 2-7) and De Janasz et al. (2002) support this and add that in order for team members to know what is expected of them, clearly defined goals along with a clearly defined purpose and mission are necessary.

Clarity is important because a main reason that a vision fails is lack of clarity and teams without a clear vision can end up hurting the organization and the team members (Kotter & Cohen, 2002). Kouzes and Posner (2007) agree with Parker (2006) regarding the idea of a shared vision because people will not follow a vision until they have accepted it as their vision. Having a clear vision also helps motivate individual team members as explained by Maxwell (2001), and a vision is so important that without one a team will not succeed, and it cannot survive.

An informal climate is described by Parker (2006) as a comfortable and relaxed atmosphere where team members enjoy being around each other. Ineffective teams do not look forward to meetings and members avoid each other, but successful teams have an informal climate that enhances communication, interaction, and participation.

Sevier (2006b) claims that a reason why many teams fail to succeed is the lack of collaboration and the DHS (2008) agrees that having a collaborative climate is a characteristic of an effective team. Effective teams also encourage participation from all members in group discussions and projects (Parker, 2006).

Effective teams communicate with each other regularly via different mediums (e.g., face-to-face, telephone, e-mail) and keep each other informed of organizational progress and other issues (De Janasz et al., 2002). Of all forms of communication, Parker (2006) believes that effective teams have members that listen to each other; this is a main difference between an effective and ineffective team and it is also the area that tends to be ignored. The main principle when listening is to reserve judgment in order to consider all ideas of the team to enhance decision making and problem solving in the organization (Parker, 2006).

Conflict is actually a sign of a healthy team but leaders often make the mistake of believing that conflict is bad (Sevier, 2006b). When the term conflict is used it is usually thought of as a negative relationship or behavior (Parker, 2006). In order to be an effective team, conflict should be encouraged and different opinions should be accepted to ensure all points and views are expressed. Avoiding conflict is a sign of a dysfunctional team. Conflict is usually avoided to prevent harming people's feelings but it ends up creating more tension and wasting time because without healthy conflict, issues do not get resolved (Lencioni, 2002). The basis behind conflict is that team members trust each other enough to value their different opinions and it is acceptable to disagree (Sevier, 2006b).

Robbins (2003), Engleberg and Wynn (2003), and Harvey and Brown (2001) also agree that conflict is healthy for teams and that the right type of conflict can actually help improve team performance. Constructive conflict values the contributions of team members to help

achieve the team's goal and is characterized by focusing on issues, respect between team members, supportiveness, flexibility, cooperation, and commitment to conflict management (Engleberg & Wynn, 2003). Destructive conflict creates hostility and hinders the achievement of the team's goal and is characterized by personal attacks, insults, defensiveness, inflexibility, competition, and avoiding conflict (Engleberg & Wynn, 2003). When conflict is positive, De Janasz et al. (2002) claim that it can lead to increased involvement and cohesion, and enhanced innovation and creativity; positive conflict can also clarify key issues and values, and lead to personal growth and change.

One of the main purposes of work teams is to make decisions in order to solve organizational problems. Great teams make decisions that are clear and timely and dysfunctional teams fail to commit to decisions and create buy-in (Lencioni, 2002). Parker (2006) also stresses the importance of decision making and emphasizes that effective teams utilize consensus decision-making methods to solve problems and ineffective teams tend to make decisions by the formal leader without the involvement of team members. Lencioni (2002) disagrees and believes the emphasis is on the importance of the executive team to demonstrate commitment and buy-in amongst the team because a lack of commitment and buy-in can cause problems with subordinates throughout the organization.

Parker (2006), Sevier (2006a), DHS (2008), De Janasz et al. (2002), and Lencioni (2002) all agree that trust is a characteristic of an effective team. Unfortunately, a common mistake is made and it is assumed that trust is inherent in a team (Sevier, 2006a), but trust is often absent amongst members of senior management teams (Kotter & Cohen, 2002). Trust creates open communication and teams are more willing to take risks if the level of trust is high and it also improves the ability to discuss issues and problems (Parker, 2006). Without trust, teamwork is

impossible and the absence of trust is a characteristic of a dysfunctional team. Teams with an absence of trust do not help each other or admit their weaknesses; members are not open with each other and they do not share information with each other (Lencioni, 2002).

Every member of a team needs to know what is expected of them and this is accomplished by providing clear roles which are the expectations of each member of the team regarding their job (Parker, 2006). The roles should explain how work will affect other team members and there should be clear boundaries and directions to achieve organizational goals (De Jansz et al., 2002).

Leadership is essential to the success of any organization or team and effective teams should have leadership that is shared among members of the team (Parker, 2006), is principle-based (DHS, 2008), and is accepting and supportive (De Jansz et al., 2002). Leadership is sometimes mistaken for position and authority but leadership is everyone's responsibility in an organization (Kouzes & Posner, 2007). Another important aspect of leadership is trust which acts as the foundation of leadership because without trust a person cannot influence others (Maxwell, 1998). If there is an absence of trust between a team and a leader, a team cannot exist (Wooden & Jamison, 2007).

Diversity is a sign of a strong team (Parker, 2006) and it does not only pertain to age, sex, or race; diversity also includes an individual's values, opinions, and beliefs (De Janasz et al., 2002). Managing diversity is important to involve different opinions when making decisions and it can improve team effectiveness.

An effective team should perform a self-assessment to determine the strengths and weaknesses of the team. Self-assessments can also be utilized to determine whether a team is

effective or ineffective. Ineffective teams do not perform self-assessments to measure progress towards goals or to assess team processes (Parker, 2006).

Effective teams hold each other accountable and team members possess the same level of commitment to achieve the objectives of the team (Sevier, 2006c). The goals and performance of the team is important and the members are responsible for their individual performance and its affect on the team (De Janasz et al., 2002). Lencioni (2002) claims that dysfunctional teams avoid accountability; one of the main reasons is to preserve relationships between team members which hurts team performance. The lack of accountability is the product of the absence of trust, the fear of conflict, and the lack of commitment to decisions (Lencioni, 2002).

Competent team members are important components of effective teams. The DHS (2008) and De Janasz et al. (2002) emphasize that members must be competent in both technical and interpersonal skills including problem solving skills, feedback skills, goal setting skills, and people skills.

In the student manual of the Executive Development course in the Executive Fire Officer Program (EFOP), a results-driven structure is a characteristic of an effective team (DHS, 2008). Lencioni (2002) agrees with this and also claims that the inattention to results is a dysfunctional characteristic because team members end up focusing on their own accomplishments and not the team's.

Effective teams are important to organizations and the literature review helped identify characteristics of effective teams. Some of the concerns identified by the HFD management team were found in the literature review. These 14 characteristics found in the literature review will be used to help determine the characteristics of the HFD management team and team effectiveness.

The Ken Blanchard Companies (2008a) conducted research and collected feedback from managers and human resource leaders from various companies and industries regarding organizational, management, employee development, and human resource challenges. The results of the survey showed that 39% of managers surveyed stated that communicating the mission, vision, and values was a top management challenge which is also one of the characteristics of an effective team.

The Ken Blanchard Companies (2008b and 2008c) also conducted research on team roles and leadership skills over a three year span surveying over 2,000 managers. The results showed that 74% of the managers indicated their organization used department teams to achieve organizational objectives. When asked what the biggest barriers to team effectiveness were, 56% indicated chartering (e.g., visioning and goal setting), 47% identified the lack of clear roles, and 36% stated the lack of trust. Other barriers identified were poor leadership and lack of training for team members (The Ken Blanchard Companies, 2008c).

The research extended to being a team member and the most frustrating thing about being a team member was ineffective use of meeting time (54%). Other issues included the lack of accountability (47%), the lack of a clear purpose (33%), and the lack of trust (29%). The research on team roles concluded that teams are being used more than ever and that empowered teams accomplish more than individuals. It was also found that solving organizational problems is why most work teams are created (The Ken Blanchard Company, 2008c).

The Ken Blanchard Company (2008b) also conducted research regarding leadership in organizations and determined that when working in groups, the five biggest mistakes leaders make included: (a) inappropriate use of communication or listening (41%); (b) under or over supervising, direction, or delegation (27%); (c) lack of management skills (14%); (d) lack of

support/inappropriate support (12%); and (e) lack of accountability (5%). The top five things that leaders fail to do were (a) providing appropriate feedback (82%), (b) listening or involving others in the process (81%), (c) using the appropriate leadership style (76%), (d) setting clear goals and objectives (76%), and (e) training and developing people (59%).

The research conducted by The Ken Blanchard Companies demonstrated that teams are commonly used in the corporate world and that some of the characteristics of effective teams identified in the literature review do have an effect on teams in organizations.

In the fire service, Holman (2006) describes a command team as a “team of officers that oversees the operational functions of the department” (p. 140). When building an effective team, team building should start at this level before developing lower ranks in order to develop officers first and prevent management problems. Holman (2006) also explains that barriers to effective teams are personal agendas, lack of caring, lack of training, and unsupportive command staff. The HFD management team meets Holman’s definition of a command team and the barriers of teams in the fire service are similar to those in the corporate world.

The literature review conducted regarding the first question confirmed that the HFD management staff meets the definition of a team. The review also described 14 characteristics of effective teams to be used to help describe the characteristics of the HFD management team in the Procedures section. The research conducted in the business world stressed the importance of teams in organizations and fire service literature also stressed the importance of effective teams to achieve objectives.

Developing Management Team Members

In order to have an effective team, you have to have effective members; but our culture has historically focused on the accomplishments of individuals (Mondy & Noe, 2005). In order

for individuals to improve personal and organizational performance, the employee's training and development needs must be addressed. Training and development are not the same; training refers to providing employees with the skills and knowledge relevant to their job and development focuses on long-term learning to adapt to organizational growth and change (Mondy & Noe, 2005).

Mondy and Noe (2005) also specify that organizations should concentrate on management development to enhance the skills and knowledge of present and future managers. This is important because providing employees with training and development benefits both the employer and the employee (Cayer, 2003).

What are necessary skills that team members need? Robbins (2003) claims that team members require problem-solving, decision-making, and interpersonal skills. Training and personal development are essential to improving the performance of a team. Maxwell (2001) claims that those with authoritative leadership of a team need to ensure that team members are growing and improving. One of the first steps in developing a team is to develop the team members to ensure that the team reaches its potential. Kouzes and Posner (2007) also agree that organizations must invest in developing everyone in order to obtain extraordinary results.

In their corporate issues survey, the Ken Blanchard Companies (2008a) found that challenges at the management level involved people development and developing potential leaders. Their survey indicated that developing potential leaders and succession planning were 2 of the top 10 challenges for management and that the top challenge was creating an engaged workforce. Their research also found that employee development challenges were developing manager and supervisor skills, interpersonal communication skills, team-building skills, and executive development skills.

The fire service faces the same challenges as the corporate sector when dealing with employee development and each organization handles employee development differently. Ultimately, the decision to build the senior team of an organization is determined by the leader (Sevier, 2006).

Personnel development is also of great importance in the fire service due to the increase in the amount of younger, inexperienced officers. Officer development and succession planning are popular programs throughout the fire service which was evident by the various applied research projects completed in the Learning Resource Center at the National Fire Academy.

Before developing effective teamwork in the fire service, Hart and Paulsgrove (2002) claim that the first step is to develop team members' skills. The fire service has developed an excellent reputation for in-service training but Dahms, Mueller, and Peterson (2008a) claim that newly promoted officers are probably prepared for the 5% of the job dealing with emergency response but are not prepared for the 95% of the job that deals with leading people. They also explain that leadership skills are needed for all members at every level of the organization (Dahms et al., 2008b).

Forsman (2002) agrees and also adds that a problem in most departments is a lack of development programs for personnel and that all departments need to create these types of programs by using internal methods, higher education, and private sector training.

Kramer (2002) states that training should be supported by education and that as an employee gains experience over time, education becomes more important. Unfortunately, formal education is not common in most fire departments because most officials fail to understand the importance of educated personnel and the benefits of higher education (Moschella & Chou, 2004).

Another method utilized to develop personnel in the fire service is mentoring.

Mentorship programs are being implemented and developed so that the employees' training and education is supplemented by gaining knowledge from the current leaders of the organization. This gives the employee the organization specific knowledge that they will need to be a successful leader (Forsman, 2002).

Training has always been an integral part of the fire service and now education is beginning to have a bigger influence on today's fire service managers. Departments today are also developing internal development and mentorship programs to prepare their personnel for their future. This section of the literature review provided information regarding the different programs utilized by organizations and the fire service which can be used to help the HFD determine alternative methods to develop managers.

Group Decision Making in Organizations

Effective decision making is essential for organizations and individuals but decision making is also a source of problems for work teams (Harvey & Brown, 2001). Although decision making is a source of problems in teams, effective teams make higher quality decisions that are stronger than decisions made by individuals (Robbins, 2003). De Janasz et al. (2002) agree that teams make better decisions and they also claim that teams are more innovative and creative which improves the team's problem-solving abilities. Other advantages of group decision making are that it creates more alternatives, it creates buy-in to the decision, it helps members to develop skills, and it enhances empowerment.

Decision making and problem solving should not be used interchangeably. Engleberg and Wynn (2003) describe decision making as reaching a conclusion by passing judgment on an

issue and problem solving is analyzing problems and developing a plan to solve the problems through a decision-making process.

There are various methods that teams use to make decisions. The DHS (2006) claims that the four methods teams utilize to make decisions are (a) minority decision, (b) majority decision, (c) unanimous decision, and (d) consensus decision.

A minority decision is made by either a small group or one person which is also known as autocratic decision-making. These decisions are effective when there are time constraints but the majority of the group may not agree with the decision (De Janasz et al., 2002). Majority decisions are based on the decision approved by the most members of the group. The decision can be made by voting which Engleberg and Wynn (2003) explain as the easiest way to make a decision but it might not be the best way to make important decisions. Engleberg and Wynn (2003) and DeJanasz et al. (2002) agree that if voting is utilized, a two-thirds rule should be considered rather than a 51% majority, because a two-thirds vote ensures that a significant number of group members support the decision.

Unanimous decisions are very time consuming but could lead to the strongest commitment to the decision. One of the dangers of utilizing a unanimous decision is that it can lead to groupthink (DHS, 2006). Groupthink is “the phenomenon that occurs when group members become so enamored of seeking concurrence that the norm for consensus overrides the realistic appraisal of alternative courses of action and the full expression of deviant, minority, or unpopular views” (Robbins, 2003, p. 95). Robbins (2003) identifies the following four characteristics of groupthink:

- (1) Group members rationalize any resistance to the assumptions they’ve made, (2) members pressure any doubters to support the alternative favored by the majority, (3) to

give the appearance of group consensus, doubters keep silent about misgivings and even minimize themselves the importance of their doubts, (4) the group interprets members' silence as a "yes" vote for the majority. (p.95)

One way to prevent groupthink is to encourage conflict which can improve the quality of the decision by weighing alternative views and ideas which challenges the status quo and increases buy-in to change (Robins, 2003).

In consensus decision-making members of the group or team have an opportunity to express their views (DHS, 2006). Consensus does not mean unanimous agreement, but all members are involved in the decision-making process and basically all members can support the decision (De Janasz et al., 2002). Consensus does not work for all groups, but it can unite and energize a group. Lencioni (2002) disagrees and claims that consensus causes a lack of commitment; great teams understand the danger of consensus and will find ways to obtain buy-in other than consensus.

In the research The Ken Blanchard Companies (2008b) conducted, over 1,400 managers and leaders were asked about their view of the most critical skills necessary for today's leaders. Their research found that the lack of management skills (e.g., problem-solving, decision-making, and consensus-building) was the third biggest mistake that leaders make when working with others. Respondents also listed "failing to listen or to involve others in the process" as the second issue that leaders most often fail to do when working with others.

Determining Team Characteristics

Evaluation of performance is a very common practice in the fire service. In the HFD, most evaluations involve systems and individual performance. Managers continuously evaluate and assess subordinates but rarely assess their own performance and ability to work together with

others. Effective teams should assess how they are performing and try and determine areas that need improvement. The first step to improve effectiveness is to assess the current state of the team in order to determine weak areas (Parker, 2006).

The purpose of team development is to focus on how team members work together and how they function as a team. The goals of team development are to analyze the group process, improve relations and communications, improve problem solving, increase cooperation among team members to work more effectively together, and increase team members' respect for each other (Harvey & Brown, 2001).

Team building is also a term used interchangeably with team development and it is an organizational development (OD) technique used to improve a team's ability to work together effectively. Team building is an intervention that has a work team examine their interpersonal relationships, norms, and procedures to increase the cohesiveness, cooperation, and communication of the team (Harvey & Brown, 2001).

With any OD intervention, a change leader is needed to guide or lead the process of change in the organization. This can be accomplished by either an external consultant, an outside consultant hired by the client, or an internal consultant who is an employee acting as a consultant (Harvey & Brown, 2001). An internal consultant is usually a manager or a member of the organization that initiates change. Internal consultants have advantages because they are familiar with the organization's norm and culture and they can save time because they know personnel and they understand the organizational structure. Disadvantages of an internal consultant are the lack of specialized skills, power or authority, and objectivity. In order for an OD consultant to improve teamwork and trust, the consultant must break through the organizational politics and bureaucracy (Harvey & Brown, 2001).

Team-development activities revolve around task activities (e.g., what the team does) or team process (e.g., how the team works together). Group process includes leadership, decision making, communications, and conflict between team members. In order to examine organizational effectiveness, climate surveys are utilized to determine problem areas to help determine the direction of change needed (Harvey & Brown, 2001).

In their *Corporate Issues Survey*, The Ken Blanchard Companies (2008a) found that team-building skills was the fourth most important employee development challenge behind performance management, manager/supervisor skills, and customer relationship skills. They also determined that managing change was the second most important management challenge behind creating an engaged workforce.

Team-building is also an important technique in the fire service and Holman (2006) claims that team-building efforts should start at the command team level, which consists of the officers that oversee the operations of the department. Tips for enhancing team building are to define the purpose, mission, and focus of the team; define team member roles; clarify expectations; build trust between members; keep the team informed; and improve two-way communications (Holman, 2006).

Organizational development is also used as a resource in the fire service. The Los Angeles County Fire Department in California has an Organizational Development Division that provides internal consulting and training to enhance organizational effectiveness that is divided into the leadership development, workforce excellence, headquarters support, and health programs sections (Los Angeles County Fire Department, 2008).

This section of the literature review provided the information necessary to perform a self-assessment. The HFD has not assessed the process of the management team which is

suspected by the fire chief. The researcher will act as the internal consultant and change agent to perform the self-assessment utilizing climate surveys in order to determine the areas needing improvement.

Labor-Management Relations

The corporate and public sectors are familiar with labor unions and the International Association of Fire Fighters (IAFF) is one of the largest unions in the country representing firefighters in the United States and Canada. Why do employees join unions? Some of the major reasons that employees join unions are dissatisfaction with management, management's attitude, compensation, job security, and the opportunity for leadership (Mondy & Noe, 2005). Employees want to feel important to the organization and when management has an attitude of "If you don't like it here, leave", it enforces their commitment to unionizing and companies that are pro-employee are less likely to unionize. "Management must keep in mind that unions would never have gained a foothold if management had not abused its power (Mondy & Noe, 2005, p. 409)".

A major concern in organizational development is conflict between groups, which is also a subject of change efforts in an organization. Improving conflict between groups can be achieved through intergroup development to change the attitudes and perceptions that groups have of each other (Robbins, 2003).

A method of evaluating performance of management is achieved by subordinate evaluation. This type of evaluation can provide detailed and accurate information regarding management performance in an effort to improve the culture of the organization and empower employees to affect change (Robbins, 2003).

In March of 2008, The Hanford Professional Firefighters Local 3898 (L3898) conducted a morale survey of its membership and asked two open-ended questions regarding what monetary and non-monetary issues were affecting department morale. The results of the non-monetary issues were grouped into categories which were a lack of support from administration, inconsistency throughout the department, and the lack of quality training. Issues regarding the lack of support were a lack of leadership and vision, a culture that doesn't support change or collaboration, and the lack of caring or support for employees. Inconsistencies throughout the department were inconsistent discipline, lack of accountability for managers, bias and favoritism from administration, double standards, and inconsistent policy administration (B. Cogburn, personal communication December 11, 2008).

Labor-management relations are important in the fire service and good relations are feasible if fire administrators are open to dealing professionally with employees. The result of this relationship should create a productive climate for both management and labor. Fire management should not react negatively towards unions and accept the fact that they are uniting to protect themselves and not to oppose management (Kramer, 2002).

Labor-management relations have been an issue in the HFD evident by the results of the morale survey. The literature review has demonstrated that it is also important to the private sector and managers should focus on the needs of their employees. The literature provided information regarding the techniques and methods that can be utilized to identify areas to improve labor-management relations.

Procedures

Descriptive research methods were utilized to determine the characteristics of the HFD management team utilizing document review and questionnaires. SurveyMonkey.com was

utilized by the researcher to create, distribute, and analyze the questionnaires utilized for this research project. This website was utilized because it was cost-effective and provided an efficient method to distribute, collect, and analyze data.

The first phase of the research project included conducting a document review to obtain information to help answer the five research questions. The document review was also utilized to provide the information necessary to create the content of the questions for the questionnaires that were distributed. The document review started at the NFA campus in August 2008 at the LRC while attending the first class of the EFOP. The document review consisted of resources that included books, magazines, and trade journals covering organizations in the public sector, private sector, and the fire service. The document review continued for approximately two months and expanded on the types of resources and included internet sites, the researcher's personal library, HFD documents and the Fresno Pacific University EBSCO data base.

The document review was utilized to provide information to answer research question #1: What are the characteristics of effective teams in organizations? This section of the document review involved finding characteristics of effective teams in various sources including organizational development books, magazine articles, and internet sites. The researcher found 14 common characteristics of effective teams in the following sources: Parker (2006), Sevier (2005, 2006a, 2006b, and 2006c), De Janasz et al. (2002), Lencioni (2002), and the Department of Homeland Security (2006). The limitation to this method was that only the common characteristics discovered between the five authors found in the document review were utilized. This method did not take into account that there could be different characteristics of effective teams from different authors.

The second phase of the research process was to collect information to answer question #2: What programs are other organizations utilizing to develop management staff as compared to the HFD? This phase included reviewing City of Hanford documents and distributing the HFD Management Development Questionnaire (see Appendix A) to gather information about what other fire departments are doing to develop the members of their management teams. The documents reviewed were the job specifications for all management positions in the *City of Hanford Classifications Specifications* (2008a). The educational requirements for all managers within the City of Hanford were compared to the HFD. The limitation to this method was that only educational requirements were compared and other requirements were not considered.

The HFD Management Development Questionnaire was developed to determine what programs other organizations utilized to develop their managers. The programs included in the questionnaire were compared to the programs utilized by the HFD explained in the *Employee Compensation Plan* (City of Hanford, 2008b). These programs consisted of educational requirements, certification requirements, and incentives. Questions regarding personnel development and organizational development programs were created based on information found in the literature review and included company officer development programs, chief officer development programs, succession plans, mentorship programs, and organizational development programs.

The researcher wanted to obtain information from various departments of different sizes throughout the United States. To distribute the questionnaire a link to the website of the questionnaire was sent via email to administrators of the National Society of Executive Fire Officers (NSEFO) website and Training Resources and Data Exchange (TRADE) program of the USFA. On December 1, 2008, an email was sent to both administrators asking to have the link

to the questionnaire on the NSEFO website and distributed by TRADE. The researcher received a reply from both administrators confirming the request. The email also stated that the results would be confidential and the closing date would be January 1, 2009. On January 1, 2009, 80 respondents had replied to the questionnaire. The limitation to this method was that only members from fire departments that checked these websites or subscribed to TRADE were able to complete the questionnaire. The number of respondents was not statistically significant and the results could not be generalized to the United States fire service.

The Team Assessment Questionnaire was developed to gather information to answer research questions 2, 3, and 4 (see Appendix B). The questionnaire was divided into 5 sections: team characteristics and challenges (section 1), training and development (section 2), decision making (section 3), self assessment (section 4), and recommendations (section 5).

To gather information to answer research question #2, section 2 focused on the training provided by the HFD and the current efforts of the HFD to develop management staff which consisted of closed-ended questions and utilized a Likert scale from 1 (*strongly disagree*) to 5 (*strongly agree*). The average rating score from all respondents was computed for each question. An average rating score of 3 or greater indicated agreement and an average rating score less than 3 indicated disagreement. On December 20, 2008, the questionnaire was distributed to all nine HFD managers via email with the link to the questionnaire with a closing date of January 1, 2009. All nine managers completed the questionnaire and the data was collected on January 1, 2009.

The next phase of the research project was to collect information to answer research questions #3 and #4. Section 3 (decision making) of the Team Assessment Questionnaire (see Appendix B) was developed to answer research question #3: How does the HFD management

team make decisions to solve organizational problems? The questions in section 3 were based on the decision-making styles defined in *Executive Development: ED Student Manual* (DHS, 2006). Section 3 of the questionnaire contained six questions and covered the following areas: (a) decision-making styles used for organizational issues, (b) how often each decision-making style was used by the management team, (c) decision-making climate, (d) decision making as a management team, (e) groupthink characteristics, and (f) barriers to decision making.

The questions in section 3 consisted of closed-ended multiple choice and Likert scale questions. The first question utilized a closed-ended multiple choice question and asked respondents to choose which decision-making style was utilized most of the time by the management team for specific issues. The second question asked how often each decision-making style was utilized when making group decisions and utilized a closed-ended multiple choice question. A Likert scale from 1 (*strongly disagree*) to 5 (*strongly agree*) was utilized for questions 3, 4, and 5. Question 3 focused on the decision-making climate, question 4 focused on decision making for organizational problems, and question 5 focused on groupthink. The average rating score from all the respondents was computed for each question. An average rating score of 3 or greater indicated agreement and an average rating score less than 3 indicated disagreement. On December 20, 2008, the Team-Assessment Questionnaire was distributed to all nine HFD managers via email with the link to the questionnaire with a closing date of January 1, 2009. All nine managers completed the questionnaire and the data was collected on January 1, 2009. The limitation to this method was that only the decision-making styles defined by DHS (2006) were utilized and it did not take into consideration other possible types of decision-making styles defined by different authors.

Questionnaires were also utilized to answer research question #4: What are the team characteristics of the HFD management staff? The first part involved deciding which team characteristics were the most important to the members of the management team which was determined by the Team Characteristic Selection Questionnaire (see Appendix C). Through the document review, 14 characteristics of effective teams were identified. Management team members were asked to select the 10 most important characteristics through a multiple choice question. This method was utilized to limit researcher bias by allowing members to decide which characteristics were the most important to the management team. On December 7, 2008, the questionnaire was distributed to all nine managers via email with the link to the questionnaire with a closing date of December 14, 2009. All nine managers completed the questionnaire and the data was collected on December 14, 2009.

The second part of the team assessment was to describe the characteristics of the HFD management team. The results of the Team Characteristic Selection Questionnaire were collected and the 10 most important characteristics were identified by the members of the management team. Questions 1 through 10 in section 1 (team characteristics and challenges) of the Team Assessment Questionnaire (see Appendix B) were created based on the 10 most important team characteristics selected by the HFD managers in order to describe the characteristics of the HFD management team and team effectiveness. For each characteristic, 3 statements were created based on information discovered in the document review for a total of 30 statements utilizing a Likert scale with a rating from 1 (*strongly disagree*) to 5 (*strongly agree*). The average rating score from all the respondents was computed for each statement. An average rating score greater than 3 indicated agreement and an average rating score less than 3 indicated disagreement. To determine if the HFD possessed the effective characteristic, the

average score of all three statements for each characteristic was computed to determine the overall average score for each characteristic. An overall average greater than 3 indicated agreement and that the HFD management team possessed the effective characteristic. An overall average less than 3 indicated disagreement and that the HFD management team did not possess the effective characteristic. For each characteristic a comments section was provided to enable respondents to give feedback to support their answers.

The third part of the team assessment was to determine the challenges and barriers of the management team included in section 1 of the Team Assessment Questionnaire (see Appendix B). Questions 11 and 12 of section 1 asked managers multiple choice questions to determine which 5 of the 10 characteristics were the biggest barriers to management team effectiveness. Managers were also asked what the three most frustrating things about being a member of the HFD management team were. The questions were based on information found in the document review and utilized multiple choice closed-ended questions.

The fourth part of the team assessment was to gather information regarding the self-assessment process to determine whether it would benefit the department in other areas. Section 4 (self assessment) of the Team Assessment Questionnaire (see Appendix B) was distributed to all nine managers and asked two questions regarding the self-assessment process and an organizational development program. Both questions utilized a Likert scale with a rating from 1 (*strongly disagree*) to 5 (*strongly agree*). The average score from all the respondents was computed for each question. An average rating score greater than 3 indicated agreement and an average rating score less than 3 indicated disagreement.

The last part of the team assessment was to compare responses between the captains and the chief officers of the HFD management team regarding the 10 team characteristics. The first

question of the Team Assessment Questionnaire asked for the respondent's rank and the results of the questionnaire were collected and analyzed by rank. The purpose of comparing the results by rank was to identify similarities or differences between the responses of the captains and chief officers and to identify potential problem areas. By rank, the average ratings score of all three statements for each characteristic was computed to determine the overall average score of the characteristic. An overall rating average greater than 3 indicated agreement and that the HFD management team possessed the effective characteristic. An overall average less than 3 indicated that the HFD management team did not possess the effective characteristic. The open-ended responses in section 1 regarding the 10 characteristics and the HFD management team were gathered to provide information to support the responses. Section 5 (recommendations) of the Team Assessment Questionnaire collected responses regarding recommendations for improvement related to the 10 characteristics and the training and development programs provided for management team members. This was accomplished by asking an open-ended question for each of the 10 characteristics, one open-ended question for training, and one open-ended question for development programs.

The Team Assessment Questionnaire was distributed to all nine HFD managers. On December 20, 2008, the questionnaire was distributed to all nine HFD managers via email with the link to the questionnaire and a closing date of January 1, 2009. All nine managers completed the questionnaire and the data was collected on January 1, 2009.

The last phase of the research was to obtain information to answer question #5: How effective is the HFD management team in addressing organizational issues from HFD non-management suppression personnel? The Non-Management Questionnaire (see Appendix D) was created to describe how the HFD management team addressed issues from non-management

HFD personnel regarding training, safety, policies, department direction, and organizational issues. These issues were determined through an interview with the Local 3898 president (D. Rossman, personal communication, December 21, 2008) to determine the five most important issues that non-management personnel face when dealing with the HFD management team. The questionnaire consisted of five questions containing 3 statements each for a total of 15 statements and utilized a Likert scale with a rating from 1 (*strongly disagree*) to 5 (*strongly agree*). The questions and statements focused on how the management team addressed issues with non-management personnel. An average rating score from all the respondents was computed for each statement; an average rating score greater than 3 indicated agreement with the statement and an average rating score less than 3 indicated disagreement. The questionnaire also asked five open-ended questions for recommendations to improve relations in the areas of training, safety, policies, department direction, and organizational issues. The limitation to this method was that the areas involved in the questionnaire were determined by the union president and not by the entire membership of the union. On December 23, 2008, the Non-Management Questionnaire was distributed to all 17 non-management personnel of the HFD via email with the link to the questionnaire with a closing date of January 8, 2009. All 17 of the members completed the questionnaire and the data was collected on January 8, 2009.

Results

What are characteristics of effective teams in organizations?

To answer the first research question, document review was utilized to determine characteristics of effective teams from the following sources: Parker (2006), Sevier (2005, 2006a, 2006b, and 2006c), De Janasz et al. (2002), Lencioni (2002), and the Department of Homeland Security (2006). The results of the document review found the following 14

characteristics of effective teams: (a) clear purpose, (b) informal climate, (c) collaboration, (d) communication, (e) conflict, (f) decision making, (g) trust, (h) clear roles, (i) leadership, (j) diversity, (k) self assessment, (l) accountability, (m) competence, and (n) results.

What programs are other organizations utilizing to develop management staff as compared to the HFD?

The results of the *City of Hanford Classifications Specifications* (City of Hanford, 2008a) document review found that 14 of 33 (42%) mid-management positions and six of seven (86%) department head positions within the City of Hanford required a bachelor's degree as an educational requirement. The only department head that did not require a bachelor's degree was the fire chief. Out of all 41 management positions within the City of Hanford, 22 (54%) required at least a bachelor's degree as an educational requirement. None of the current fire management positions require any type of degree. The fire chief requires 60 units of college with 30 units in fire science and the specification has not been updated since 1987. The deputy fire chief requires education equivalent to graduation from an accredited college or university with a bachelor's degree in fire science, business, or public administration with at least 30 units in fire science or a related field. The fire marshal position requires 60 units of college units with 30 units in fire science or a related field, and the fire captain position does not have any educational requirements (City of Hanford, 2008b).

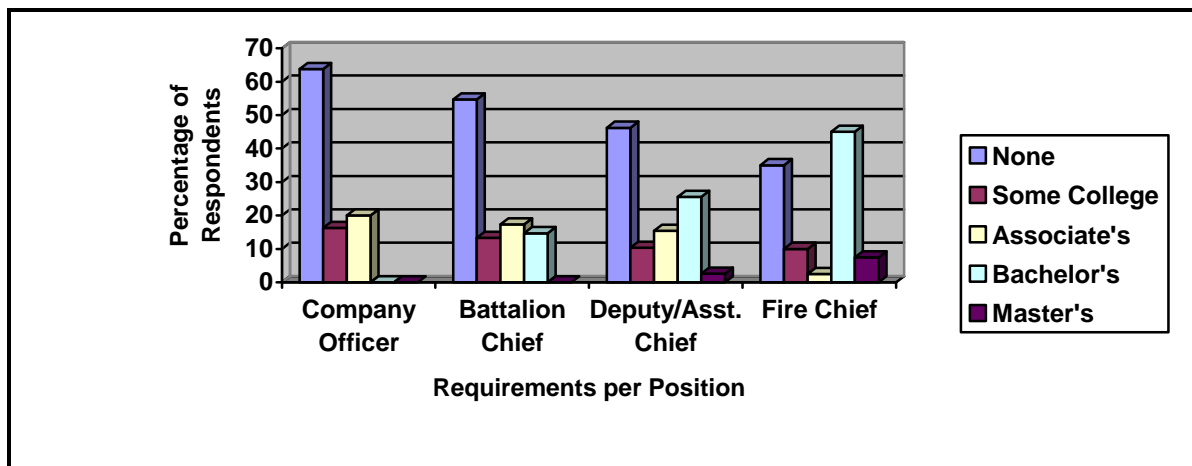
The results of the HFD Management Development Questionnaire collected responses from 80 fire departments in the United States. Questions 1 through 3 of the questionnaire asked about the demographics of the respondent's jurisdiction and 58.8% were career departments, 33.8% were combination departments, and 7.5% were volunteer departments. A majority of the

respondents (65%) were members of fire departments from jurisdictions with a population less than 100,000 people.

Question 4 asked about educational requirements for department managers.

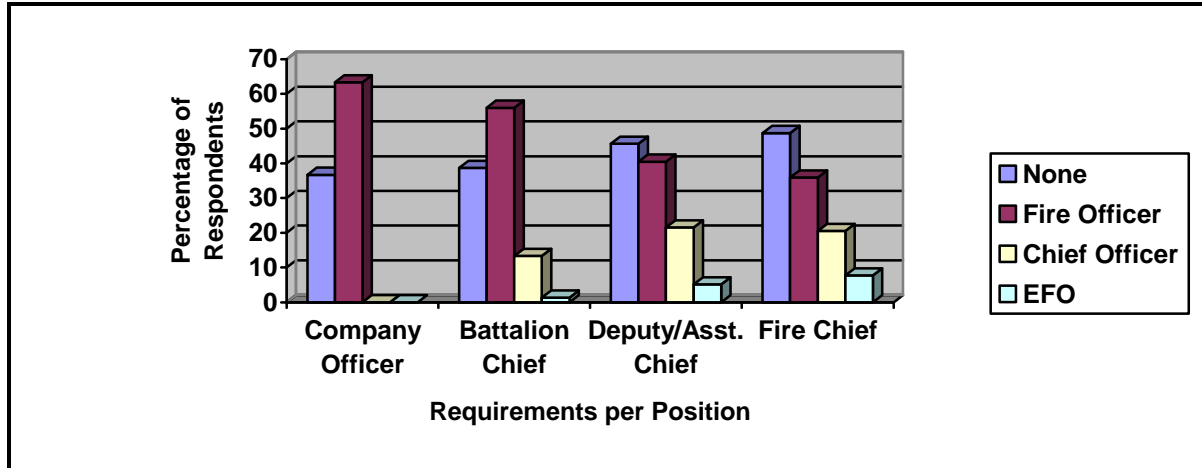
Requirements varied for each position and Figure 1 shows that the educational requirements increased with the level of the position. For company officers and battalion chief positions, more than half of the respondents did not have any educational requirements. Over half (52.5%) of the respondents required the fire chief to have at least a bachelor's degree and 43.6% of the respondents required at least an associate degree at the deputy, division, or assistant chief level.

Figure 1. Percentage of respondents with educational requirements for management positions.



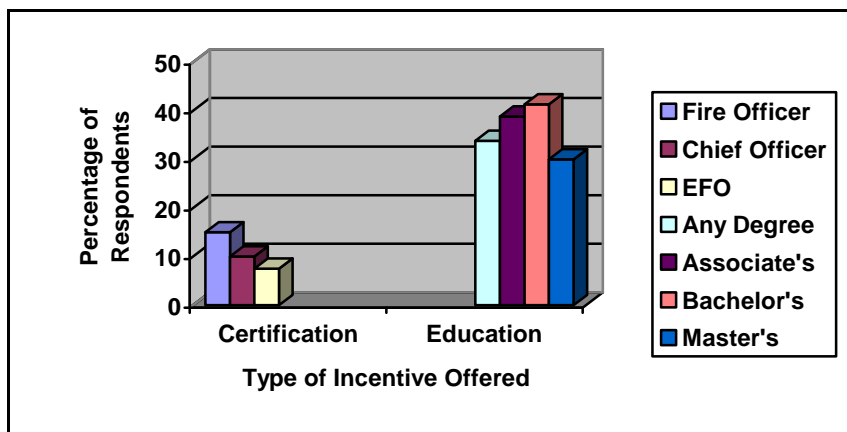
Question 5 focused on certification requirements for managers and Figure 2 shows that certification requirements for managers were required by more departments than educational requirements. The majority of respondents required fire officer certification at the company officer (63.5%) and battalion chief level (56.0%). Executive Fire Officer Certification was required the least and was only required by 1.3% of respondents for battalion chief, 5.1% of respondents for deputy/division/assistant chief, and only 7.7% of respondents for fire chief. The only certification requirements for HFD managers are fire officer certification for fire captains and chief officer certification for the deputy chief (City of Hanford, 2008b).

Figure 2. Percentage of respondents with certification requirements for management positions.



Question 6 asked the respondents if their department offered incentives for educational and certification requirements and Figure 3 shows that more departments offered educational incentives than certification incentives. The HFD only offers managers incentives for fire officer certification and educational incentives for obtaining an associate, bachelor, or master degree and does not offer separate incentives for each degree (City of Hanford, 2008b).

Figure 3. Percentage of respondents offering educational and certification incentives.



Question 7 focused on development programs for management personnel and at least 25% of respondents utilized some form of program to develop management personnel, but 33.8% of the respondents did not use any development programs for their managers.

Development programs focusing on company officers were the most popular type of program (57.5%), followed by succession plans (28.8%), mentorship programs (27.5%), and chief officer development programs were used the least (25%). The HFD does not have any formal development programs, mentorship programs, or succession plans for developing personnel. The HFD is in the process of providing task books to all company officers and fire engineers to complete fire officer I-IV based on *NFPA 1021-2007 Edition "Standard for Fire Officer Professional Qualifications"*. Currently it is a self-paced voluntary process.

The last question asked respondents what kind of evaluation process their department has utilized to evaluate their management team. An external consultant was utilized by more departments (36.7%) than using an internal consultant (22.1%) or an organizational development program (20.5%). The HFD does not have an organizational program or division and has never used an external consultant to evaluate management team effectiveness.

The last phase to answer the second research question focused on the current training and development programs provided to the HFD management staff. The results of the training and development section (section 2) of the Team Assessment Questionnaire focused on three questions regarding the training and development programs offered to HFD managers.

The results of the first question regarding training indicated that 77.8% of managers disagreed with the statement that they are provided adequate training to develop management skills; all nine managers (100%) disagreed with the statement that the department provides adequate training to develop leadership skills; and 88.9% of managers disagreed with the statement they are provided adequate training to prepare them for the next position.

The results of the second question regarding development programs indicated that 100% of the managers disagreed with the statement that there are adequate programs in place to

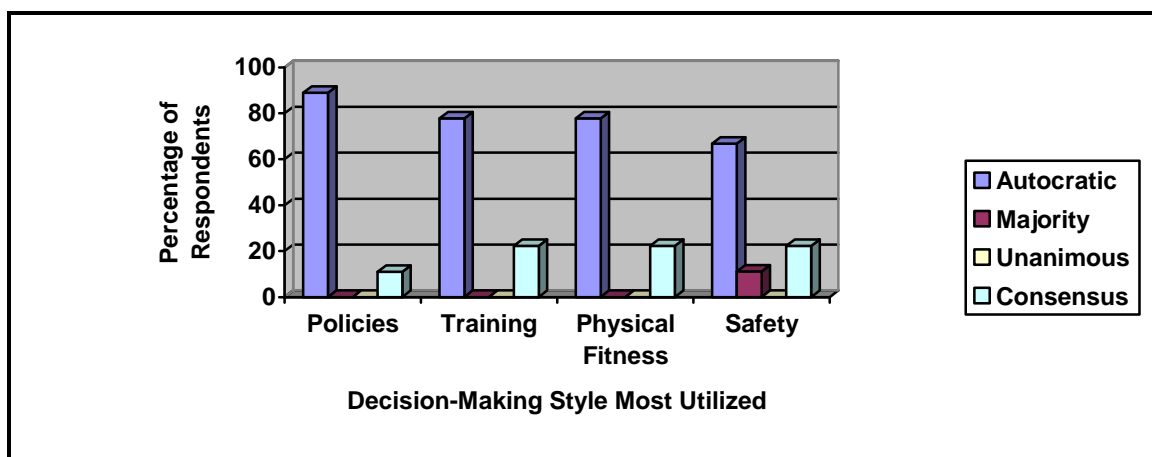
develop management personnel. Of the nine managers, eight (88.8%) agreed that a development program would have prepared them for their current position, and all managers agreed that development programs would prepare personnel for future positions.

The results of the third question indicated that over three-fourths (88.8%) of the managers agreed that a company officer development program, chief officer development program, succession plan, and a mentorship program would be a benefit to current and future managers of the department.

How does the HFD management team make decisions to solve organizational problems?

The answer to this research question was derived from the results of section 3 (decision making) of the Team Assessment Questionnaire completed by all nine HFD managers. Question 1 asked which decision-making style was utilized most of the time when dealing with issues regarding policies, training, physical fitness, and safety. Figure 4 shows the results of the first question and shows that a minority or autocratic decision-making style was utilized most of the time for all four issues.

Figure 4. Results of the decision-making style that is utilized the most per organizational issue.



The second question asked how often each decision-making style was used as a team and 66.7% of HFD managers agreed that the autocratic decision-making is utilized most of the time

by the HFD management team; 44.4% agreed that the majority style is used some times; 55.6% agreed that the consensus style is rarely used; and 55.6% agreed that the unanimous style is never used.

Questions 3 and 4 asked about the decision-making climate and problem solving abilities of the management team and 77.8% of HFD managers disagreed with the statements that managers look forward to staff meetings and that meeting time is used effectively for decision making. At least two-thirds (66.6%) of HFD managers disagreed with the statement the management team identifies organizational problems and 88.9% of HFD managers disagreed with the following statements that the management team makes effective decisions, the management team makes timely decisions, and the management team follows through with decisions.

Question 5 focused on whether or not the HFD management team possessed four characteristics of groupthink when making decisions and 66.7% of HFD managers agreed that members rationalize resistance and the average rating score was 3.56. The second statement received an average of 3.11 regarding members pressuring doubters to support the majority or authority alternative. More than three-fourths (77.8%) of the managers agreed that members keep silent because resistance was minimized in the past and it received the highest rating score average (3.89) of the four statements. Over half (55.6%) of the managers agreed that silence is interpreted as support of the decision. All four statements regarding groupthink characteristics received an average rating score greater than 3 indicating that the majority of the managers agreed that the four groupthink characteristics are present in the HFD management team's decision making.

The last question in section 3 of the Team Assessment Questionnaire involved identifying the biggest decision-making barriers in the management team. Managers were asked to pick three barriers and leadership was identified as the biggest barrier (88.9%), trust was the second biggest barrier (55.6%), and the third biggest barrier to team effectiveness was roles and expectations (44.4%).

What are the team characteristics of the HFD management staff?

The answer to the fourth research question was derived from the results of the Team Characteristics Selection Questionnaire along with section 1 (team characteristics and challenges) and section 2 (self assessment) of the Team Assessment Questionnaire. The first step was to have the HFD management team determine the 10 most important team characteristics from the 14 characteristics identified in the document review to help describe the characteristics of the HFD management team. The results of the Team Characteristic Selection Questionnaire determined that the 10 most important characteristics were (a) accountability, (b) clear purpose, (c) conflict, (d) trust, (e) clear roles, (f) communication, (g) decision making, (h) leadership, (i) competence, and (j) collaboration.

The second step was to describe the characteristics of the HFD management team based on the 10 characteristics selected. The characteristics were put in random order in section 1 (team characteristics and challenges) of the Team Assessment Questionnaire and the results for each characteristic will be explained in the order they appeared on the questionnaire.

The first characteristic focused on three statements regarding having a clear purpose and 44.4% of HFD managers believe that the HFD does not have a clear vision; 44.4% also agreed that the department's mission statement is accurate and the statement received an average of 3.11 indicating agreement between all managers. At least two-thirds (66.7%) of the managers

believed that the team is not involved with the development of the department's vision or mission statement. The overall average for all three questions was 2.78 indicating that a clear purpose is not an effective characteristic of the HFD management team.

The second characteristic focused on three statements regarding collaboration and 55.6% of managers agreed that the team accepts opinions from all members regarding department issues. At least two-thirds (66.7%) of the managers agreed that all members are encouraged to participate in group discussions and 55.6% agreed that all management members' opinions are considered in discussions. The overall average for all three questions was 3.30 indicating agreement and that collaboration is an effective characteristic of the HFD management team.

The third characteristic focused on three statements regarding communications and 55.6% of HFD managers disagreed with the statements that members are given the same information regarding organizational issues and team members share information with each other. Over two-thirds (66.7%) of the managers indicated that team members do not listen to, or consider ideas of others. The overall average for all three questions was 2.52 indicating disagreement and that communication is not an effective characteristic of the HFD management team.

The fourth characteristic focused on three statements regarding conflict and 66.7% of HFD managers disagreed with the statement that alternative ideas and opinions are accepted and only one manager (11.1%) agreed that healthy conflict is encouraged. Over half (55.6%) of the management team believes that managers are not willing to speak their mind when they disagree with an issue. The overall average for all three questions was 2.52 indicating disagreement and that conflict is not an effective characteristic of the HFD management team.

The fifth characteristic focused on three statements regarding decision making and seven (77.8%) of the HFD managers disagreed with the statement that the team makes clear and timely decisions. At least two-thirds (66.7%) of the managers do not believe that all management team members are involved in decision making and that decisions are not made as a team to solve organizational problems. The overall average for all three questions was 2.11 indicating disagreement and that decision-making is not an effective characteristic of the HFD management team.

The sixth characteristic focused on three statements regarding trust and six (66.7%) managers believe that team members are not open with each other and that members do not share information with each other. All nine (100%) managers believe that team members do not admit their weaknesses and help each other. The overall average for all three questions was 2.22 indicating disagreement and that trust is not an effective characteristic of the HFD management team.

The seventh characteristic focused on three statements regarding clear roles and four managers (44.4%) agreed and four (44.4%) disagreed with both statements that members know what is expected of them and there are clear boundaries to achieve goals. Only five (55.5%) managers agreed that their role in the management team is clear. The overall average for all three questions was 3.04 indicating agreement and that having clear roles is an effective characteristic of the HFD management team.

The eighth characteristic focused on three statements regarding leadership. The first statement received an average rating score less than 3 indicating disagreement with the statement that leadership is shared among members. Three managers disagreed, three agreed, and three remained neutral on the second statement but the average rating score was greater than 3

indicating agreement that leadership is supportive of team members. At least half (55.5%) of HFD managers were in disagreement in regards to team members taking responsibility for the needs of the team. The overall average for all three questions was 2.78 indicating disagreement and that leadership is not an effective characteristic of the HFD management team.

The ninth characteristic focused on three statements regarding accountability and 66.7% of HFD managers believe that members are not held to the same level of accountability within the team and 55.6% disagreed with the statement that members are held to the same level of accountability to achieve goals. The third statement was the only one to average above 3 indicating agreement in regards to members being responsible for the effect of their individual performance on the team. The overall average for all three questions was 2.55 indicating disagreement and that accountability is not an effective characteristic of the HFD management team.

The tenth characteristic focused on three statements regarding competence. The average score of the statement regarding management skills competence was 2.67 indicating that members disagreed with the statement that managers are competent in management skills. At least three-fourths (77.8%) of the managers believe that team members are not competent in interpersonal or leadership skills. Managers disagreed with the statement that members are open to growth and development with an average of 2.89. The overall average for all three questions was 2.63 indicating disagreement and that competence is not an effective characteristic of the HFD management team.

The last part of section 1 of the Team Assessment Questionnaire focused on two questions regarding barriers and challenges of the management team. Managers were asked what the five biggest barriers to management team effectiveness were and 77.8% of managers

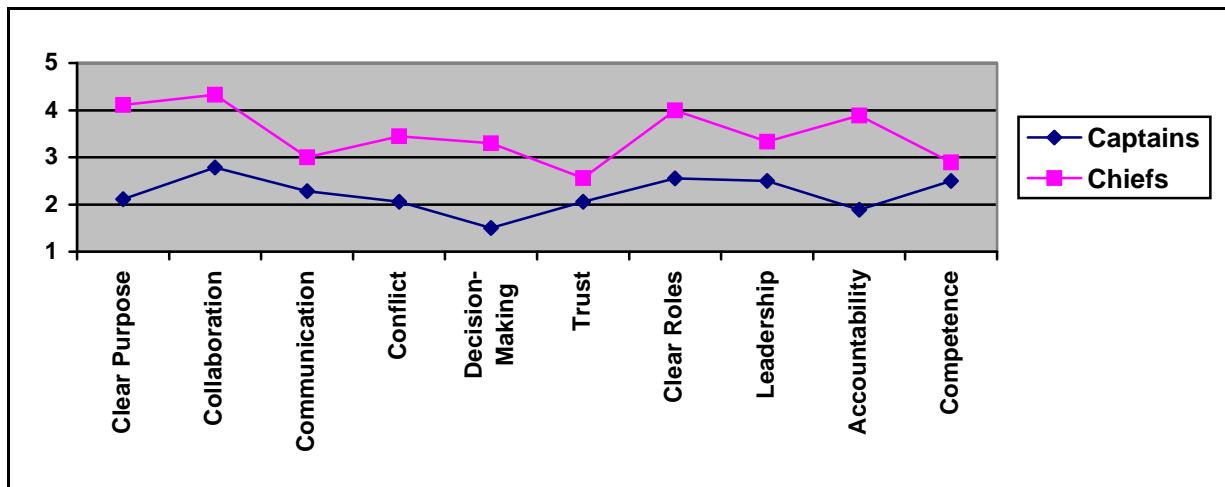
selected trust and leadership as the two biggest barriers. The next three biggest barriers to team effectiveness were communication, decision making, and accountability selected by 66.7% of the managers.

Managers were also asked to choose the three most frustrating things about being management team members and the top five most frustrating things were communication between management team members (44.4%), accountability (44.4%), decision-making process (44.4%), team members not pulling their weight (33.3%), and not identifying organizational issues (33.3%).

Results of section 4 (self assessment) of the Team Assessment Questionnaire indicated that 88.9% of HFD managers agreed that self assessment will identify areas that need improvement in the team and 55.6% agreed that it will help improve team effectiveness. All nine of the managers agreed that the department should conduct team assessments on a regular basis and 88.9% agreed that the department should conduct self-assessments for other areas such as training, culture, and morale. All but one (88.9%) of the managers agreed that an organizational development program would benefit the HFD and it would help identify other areas in our department that need improvement.

The responses of the captains and chief officers regarding the 10 team characteristics were compared to each other in order to identify differences, similarities, and possible problem areas. Figure 5 shows the total average response for each characteristic between the captains and the chief officers. An average rating score of less than 3 indicated ineffectiveness and an average rating score greater than 3 indicated effectiveness. Figure 5 also shows the differences in the responses between the chiefs and the captains and it also identifies gaps in the perception of the effectiveness of the management team between the two groups.

Figure 5. Comparison of the total average scores per characteristic between the captains and chief officers.



The captains' average rating score for each of the 10 characteristic was less than 3 indicating ineffectiveness for all 10 characteristics. The chief officers' average rating score was greater than 3 for 8 of the 10 characteristics and the chief officers rated the team ineffective in trust and competence.

The results will be explained by characteristic in the order they appeared in the questionnaire. Comments (see Appendix E) were submitted by managers in section 1 and recommendations (see Appendix F) were submitted by managers in section 5 of the Team Assessment Questionnaire to provide supporting comments and recommendations to improve.

A clear purpose was the first characteristic and the captain's total average score was 2.11 indicating that the captains do not agree that the management team has a clear purpose. The chiefs' total average score was 4.11 indicating the chiefs agree that the management team does have a clear purpose. All three chief officers agreed that the department's mission statement accurately defines the purpose of the team but only one of the six captains agreed. All three

chief officers agreed that the management team is involved in developing the department's vision and mission but only one of the six captains agreed.

The second characteristic was collaboration and the captains' total average score was 2.78 indicating disagreement and that collaboration is not a characteristic of the management team. The chief officers' total average was 4.33 indicating agreement and that collaboration is a characteristic of the management team. All three chief officers agreed that the management team collaborates and accepts opinions from all members but 66.7% of the captains disagreed.

The third characteristic was communication and the captains' total average was 2.28 indicating disagreement and that communication in the management team is ineffective. The chief officers' total average was 3.0 indicating that communication was neither effective nor ineffective. Only one captain agreed (11.1 %) and five (83.3%) captains disagreed with the statement that members are given the same information regarding organizational issues. All three chief officers disagreed with the statement that team members openly share information with each other and 83.3% of captains disagreed with the statement that team members listen to each other and consider all ideas of the team when making decisions.

The fourth characteristic was conflict and the captains' total average score was 2.09 indicating disagreement and that conflict is not an effective characteristic of the management team. The chief officers' total average score was 3.45 indicating agreement and that conflict is an effective characteristic of the management team. All six captains disagreed with the statement that alternative ideas or opinions are accepted and two of the three chief officers agreed with the statement.

The fifth characteristic was decision making and the captains' total average rating was 1.50 indicating that decision making is ineffective in the management team. The chief officers'

total average rating was 3.33 indicating that decision making is an effective characteristic of the management team. All six captains disagreed with all three statements that the management team makes clearly and timely decisions, the management team involves all members in decision making, and decisions are made as a team to solve organizational problems.

The sixth characteristic was trust and the captains' total average score was 2.06 and the chief officers' total average score was 2.56 indicating that both the captains and the chief officers disagreed that trust is an effective characteristic of the management team. All six captains and all three chief officers disagreed with the statement that team members admit their weaknesses and help each other, and 83.3% of the captains disagreed with the statement that management team members are open with each other. Only one chief officer agreed that team members are open with each other and that they share information with each other.

The seventh characteristic was having clear roles and the captains' total average score was 2.55 indicating disagreement and that clear roles were not a characteristic of the team. The chief officers' total average score was 4.00 indicating that clear roles are a characteristic of the team. All three chief officers agreed with all three statements that management team members know what is expected of them, there are clear roles that explain members' position in the management team, and there are clear boundaries and direction for team members to achieve department goals; (44.4%) of the captains disagreed with the statements that they know what is expected of them and that there are clear boundaries and direction to achieve goals.

The eighth characteristic was leadership and the total average score of the captains' responses was 2.50 indicating that leadership is not an effective characteristic of the team. The chief officers' total average score was 3.33 indicating agreement that leadership is an effective characteristic of the team. Four of the six captains disagreed with the statement that leadership is

shared among members and two of three chief officers agreed that leadership is shared. Half of the captains believe that leadership is not supportive of team members and that team members do not take responsibility for meeting the needs of the team. Two-thirds of the chief officers also believe that team members do not take responsibility for meeting the needs of the team.

The ninth characteristic was accountability and the captains' total average score was 1.89 indicating disagreement and that accountability is not a characteristic of the management team. The chief officers' total average score was 3.89 indicating that accountability is a characteristic of the management team. All six captains disagreed with the statement that members are held to the same level of accountability for their actions and two of the three chief officers agreed that members are held to the same level of accountability. Five of the six captains disagreed with the statement that members are held to the same level of accountability to achieve their goals and two of the three chief officers agreed that members are held to the same level to achieve organizational goals.

The last characteristic was competence and the captains' total average score was 2.50 and the chief officers' average score was 2.89 indicating that both the captains and chief officers are in disagreement and that competence is not an effective characteristic of the management team. Two-thirds of the chief officers and at least half of the captains disagreed with the statements that members are competent in management, interpersonal, and leadership skills.

How effective is the HFD management team in addressing organizational issues from HFD non-management suppression personnel?

To answer the last research question, results were derived from the Non-Management Questionnaire and will be explained in the order they appeared in the questionnaire. Recommendations were collected from non-management personnel (see Appendix G) to gain

feedback from non-management personnel in regards to how the HFD management team can improve relations with non-management personnel

The first question asked non-management personnel how the HFD management team deals with organizational issues from non-management personnel and 58.9% of non-management personnel felt that the management team does not listen to their issues; 76.4% felt that the management team does not solve organizational issues identified by non-management personnel; and 82.4% felt that the management team does not solicit feedback from non-management personnel regarding organizational issues.

The second question asked non-management personnel how the HFD management team deals with training issues from non-management personnel. The first statement regarding whether the management team listens to non-management training issues received a rating average of 3.12 indicating agreement. The non-management personnel disagreed with the two statements regarding whether the management team solves training issues identified by non-management personnel with a rating average of 2.59 and whether the management team solicited feedback from non-management personnel regarding training issues which received a rating average of 2.41.

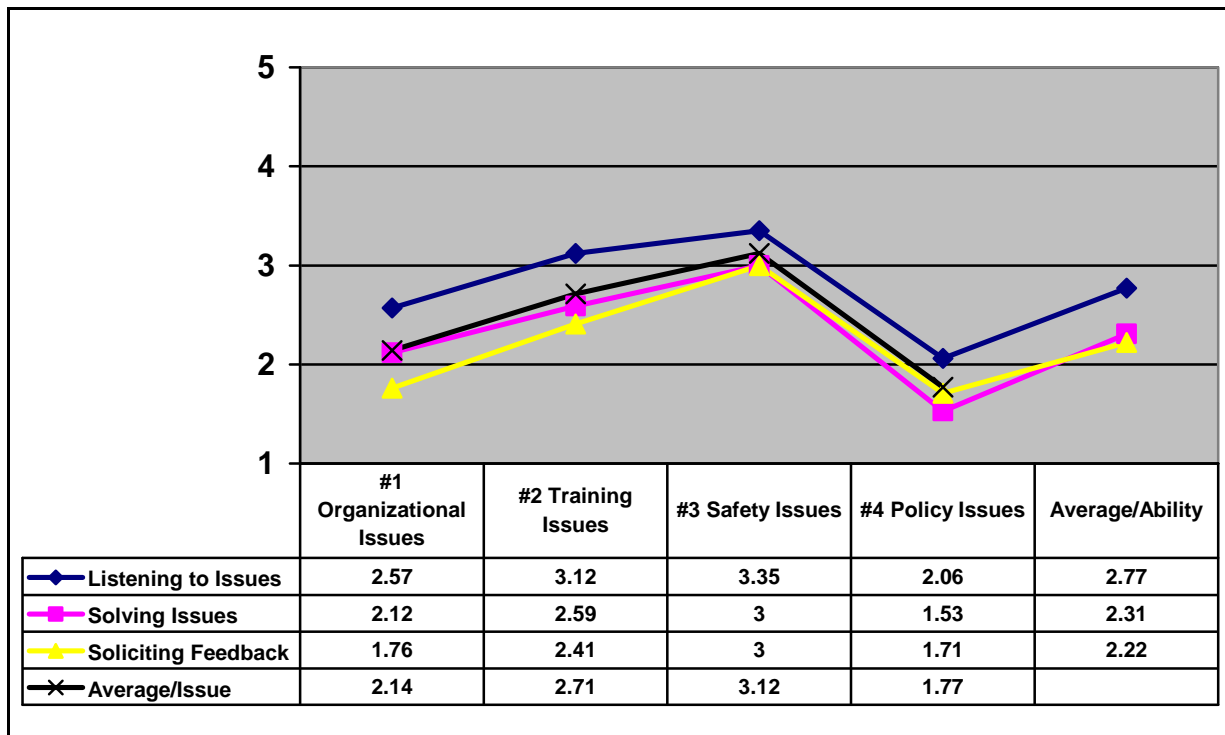
The third question asked non-management personnel how the HFD management team deals with safety issues from non-management personnel. All three statements received a rating average of at least 3. Only four non-management personnel disagreed with the statement that the management team listens to non-management safety issues. Both statements regarding solving safety issues and soliciting feedback regarding safety issues received a rating average of 3.0 indicating a neutral feeling and that non-management personnel neither agreed nor disagreed with the statements.

The fourth question asked non-management personnel how the HFD management team deals with policy issues from non-management personnel and 13 of 17 (76.5%) of non-management personnel felt that the management team does not listen to their policy issues; 15 of 17 (88.2%) felt that the management team does not solve their policy issues and the management team does not solicit feedback from them regarding policy issues. The results regarding policy issues received the lowest rating averages out of all five questions.

The last question asked non-management personnel how the HFD management team deals with non-management personnel regarding the direction of the department and 70.6% felt that the management team does not involve them in the decision making of organizational issues; 14 of 17 (82.4%) felt that non-management personnel are not involved in helping determine the future direction of the department. The last statement regarding whether the management team keeps non-management personnel informed of organizational progress received a rating average of 2.53 indicating disagreement.

Further analysis of the data involving the first four questions provided information regarding the management team's ability to listen, solve issues, and solicit feedback. Figure 6 illustrates the average score of the four statements regarding the management team's ability to listen to issues, solve issues, and solicit feedback from non-management personnel. Figure 6 shows that listening to issues received the highest average rating score (2.77) and soliciting feedback received the lowest average rating score (2.22). This data revealed that non-management personnel feel that the management team listens better than they solve issues or solicit feedback. The data indicated that the management teams deals with safety issues more effectively than the other issues with a 3.12 average and that the management team deals with policy issues less effectively than the other issues with a 1.77 average.

Figure 6. Management team's average rating scores per skill and organizational issue as identified by non-management personnel.



Discussion

The results of this Applied Research Project correlated well to the information contained within the Literature Review. These findings justified that the HFD management staff fits the definition of a team because the management team is determined by the organizational structure, the team is permanent, the team's purpose is to accomplish organizational objectives, and the team members are interdependent of each other (Harvey & Brown, 2001). An organization should provide guidance to team members through a mission statement, objectives, and goals (Parker, 2006) and the HFD provides guidance with the department's mission statement, management by objectives (MBO), and goals established by the fire chief. Although the HFD management team may fit the definition of a team, the purpose of this project was to determine if the HFD management team possessed characteristics of an effective team.

The researcher approached this project as an internal consultant who is usually a manager of the organization acting as the change leader to guide the process of change (Harvey & Brown, 2001). A disadvantage of an internal consultant is the lack of objectivity (Harvey & Brown, 2001) and efforts to maintain objectivity and reduce researcher bias were taken by the researcher by utilizing interviews, questionnaires, and document review. The researcher also treated the fire chief as a client and used the list of issues affecting teamwork that was compiled by the management team including the chief's concerns regarding the management team as the basis for the research questions.

The literature review unveiled a vast amount of information regarding teams in organizations and opinions varied with different authors but there were common factors in several sources. All of the issues that the management team and the fire chief were concerned about were identified in the literature review and additional characteristics of effective teams were discovered. The literature review supported these issues as important to team effectiveness and the importance of team assessment. The implications of not understanding the importance of team characteristics and performing a team assessment could lead to continued problems within the management team.

The results of the document review of management positions compared educational requirements between managers in the City of Hanford and revealed that the fire department is the only department that does not have any degree requirements for their managers. Every department head in the City of Hanford is required to have at least a bachelor's degree with the exception of the fire chief, and every department's second level of management (e.g., deputy or assistant) is required to have at least a bachelor's degree with the exception of the police and fire departments. This is common in most fire departments because most officials fail to understand

the importance of educated personnel and the benefits of higher education (Moschella & Chou, 2004).

Comparing the results of the management development questionnaire, over half of the respondents (52.4%) require the fire chief to have a bachelor's degree and 43.6% required at least an associate degree at the assistant, deputy, or division chief level. Between the results of the document review, questionnaires, and recommendations from HFD managers there is evidence of the importance of higher education for middle and senior management positions. The City of Hanford should require a bachelor's degree for the fire chief position to put the fire chief at the same level of education and professional status as all department heads in the City. The deputy fire chief should also require a bachelor's degree since the current requirement is education equivalent to a bachelor's degree; either you have a degree or you do not. Without formal education future chiefs may not be prepared educationally to perform at the same level as other educated city officials.

The certification requirements required of HFD managers and the incentives provided are consistent with the results from the respondents of the questionnaire, but certification requirements for the fire chief position should include chief officer certification since it is a requirement for the deputy chief. The City should also explore providing more educational incentives for the deputy and fire chief which could motivate all managers to pursue higher education and benefit both the employee and employer (Cayer, 2003).

The literature review supported the concepts of the importance of training and development of personnel. You must have effective members in order to have an effective team and the training and development needs of the team must be addressed (Mondy & Noe, 2005). The results of the team assessment demonstrated that the HFD managers believe there is a need

for additional training to develop management skills, leadership skills, and to prepare members for future positions.

HFD managers also believe that programs to develop personnel are not adequate and that development programs would benefit current and future managers. This is common in the fire service because most departments do not have development programs and departments should create development programs either internally, externally, or through higher education (Forsman, 2002). In order to develop a team, one of the first steps is to develop the team members to ensure that team performance is optimized (Maxwell, 2001). Although the management team believes that development programs would benefit the members it is up to the fire chief to implement the change because the ultimate decision to build an organization's senior team lies on the leader of the organization (Sevier, 2006).

Based on the results of the questionnaires regarding training and development and the assessment of team characteristics there is a need for improved training in leadership and interpersonal skills. There is also a need for development programs to ensure that future managers are prepared for their future positions. The HFD should consider these issues to develop team members in order to improve the team. If these programs are not offered to managers, future problems could arise and the performance of the team could decline.

The questionnaire utilized to determine the decision-making characteristics in the HFD management team gave insight into how decisions are made and who is making them in the organization. Decision making was one of the original issues identified by the management team as a problem area before this project was started and it is also a source of problems in most work teams (Harvey & Brown, 2001).

The results of the decision making section of the Team Assessment Questionnaire showed that the autocratic (minority) decision-making style was utilized most by the management team which in the end may not get the approval from the majority of the group (De Janasz et al., 2002). The literature review supported unanimous and consensus decision as the strongest methods to make decisions but these styles were used the least by the management team. Unanimous decisions could lead to the strongest commitment to the decision (DHS, 2006) and consensus decisions involve all members in the process of making the decision which members can support (De Janasz, et al., 2002). Effective teams make stronger and higher quality decisions than an individual (Robbins, 2003) and ineffective teams tend to make decisions by the formal leader without the involvement of team members (Parker, 2006).

The management team also believed that they do not identify organizational problems, make effective decisions, make timely decisions, or follow through with decisions. Effective teams make decisions that are timely and clear; dysfunctional teams fail to create buy-in and commit to decisions (Lencioni, 2002). This is possibly due to the decision-making climate and barriers to decision making identified by the management team. When group decisions are made by the management team they are accomplished in a staff meeting and most of the managers do not look forward to staff meetings and believe that meeting time is not used effectively for decision making. Ineffective teams have members that avoid each other and they do not look forward to meetings (Parker, 2006).

The management team identified leadership as the biggest barrier to decision making which could be related to the reliance of autocratic decisions and limiting consensus decisions involving team members. Trust was identified as the second biggest barrier and could be contributing to poor decision making because teams with a high level of trust are able to openly

discuss problems and issues (Parker, 2006). Decision making was also determined to be one of the five biggest barriers to team effectiveness and one of the three most frustrating things about being part of the management team.

The questionnaire results regarding groupthink could also be a reason for poor decision-making in the management team. The results showed that the management team possesses all four characteristics of groupthink when making decisions as identified by Robbins (2003). The decision-making process that can lead to groupthink is a unanimous decision (DHS, 2006) but the HFD rarely utilizes unanimous decision-making. Groupthink in the HFD could be related to other factors such as leadership, trust, conflict, and communication.

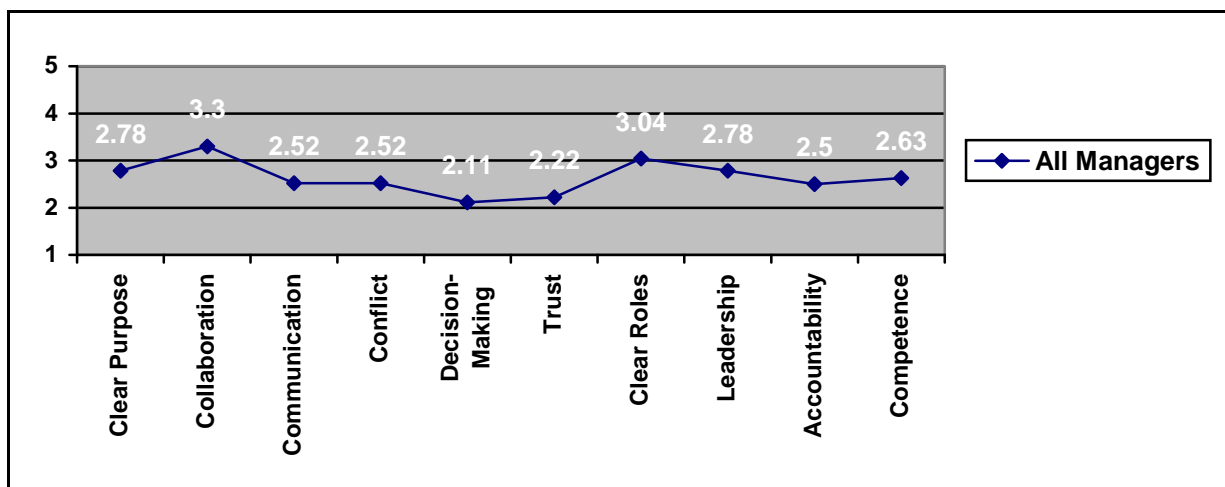
The implications of the results regarding decision making indicated that it is important to the management team; but it is also affecting team effectiveness and it is frustrating to team members. These results proved that decision making is a problem in the HFD which was on the list of concerns from the chief and management team prior to this project. If leadership is the biggest barrier to decision making, then leadership can also improve the decision-making process by limiting autocratic decisions and involving team members in the decision-making process, improving the decision-making climate in staff meetings, and limiting groupthink. The implications of not improving the decision-making process in the management team could lead to further problems within the management team and throughout the department because a team that does not commit to decisions will cause a ripple effect of discord through the organization (Lencioni, 2002).

To reduce researcher bias, each manager was asked to pick the 10 most important characteristics from the 14 found in the document review. The list of 10 characteristics was used to form questionnaires utilized to examine the effectiveness of the management team, determine

problem areas and any needed changes which are goals of team development (Harvey & Brown, 2001).

Figure 7 shows the results of the team characteristics assessment in section 1 of the Team Assessment Questionnaire and shows the total average score from the entire management team for each characteristic. An average rating score greater than 3 indicated effectiveness and an average rating score less than 3 indicated ineffectiveness. The figure shows that the management team rated ineffective in 8 of the 10 characteristics and the only effective characteristics were collaboration and clear roles.

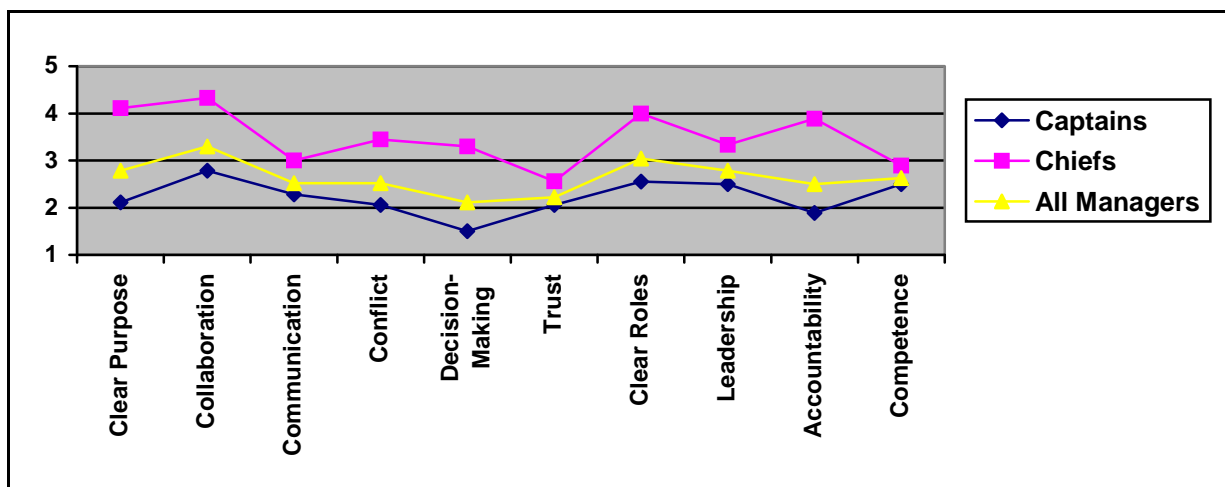
Figure 7. Results of the team characteristics assessment completed by all HFD managers.



These results indicated that the HFD management team is ineffective in the following areas that the fire chief was concerned about before the project: (a) inability to solve problems, (b) lack of trust between members of the management team, (c) lack of personnel development, and (d) an unclear vision of the department. It also exposed more problems within the management team that could be due to the disparity between the responses of the chief officers and captains.

Figure 8 shows the differences between the total average rating scores of the chief officers and the captains; it also shows the average rating scores of the entire management team. This shows that there are obvious differences in how the chief officers and captains view the effectiveness of the management team. The captains rated the team ineffective for all 10 characteristics and the chief officers rated the team effective in 8 of the 10 characteristics. Looking further into the eight characteristics that were rated ineffective by the team could reveal the problem areas.

Figure 8. Comparison of team characteristics assessment results between the chief officers, captains, and entire management team.



Teams must have a clear purpose by creating a vision that explains why they exist (Parker, 2006). The differences between the chiefs and captains regarding the department having a clear vision for the future prove that the vision for the HFD is not clear. Effective teams have a clear and elevating vision (DHS, 2006) and it should be a shared vision to guide the team (Parker, 2006). All of the chief officers agreed the management team is involved in developing the mission and vision, but all six captains disagreed proving that the department's mission and vision are not shared ventures. If team members are not involved with creating the vision they

will not embrace the vision as their own (Kouzes & Posner, 2007). An organization and its members can be hurt without a clear vision (Kotter & Cohen, 2002) and a team cannot succeed without a vision (Maxwell, 2001).

Effective teams keep each other informed of organizational progress and communicate regularly with each other (DeJanasz, et al., 2002). The difference in the responses proves that members are not given the same information regarding progress and issues in the organization. The most effective form of communication within a team is listening to each other and to consider ideas of the team (Parker, 2006) which the captains do not believe occurs and the chiefs believe it does occur in the management team. This problem could be attributed to members receiving conflicting information from the fire chief and deputy chief which was mentioned by several managers (see Appendix E).

Conflict is encouraged in an effective team and alternative ideas are accepted (Parker, 2006) which all six captains believe does not occur within the management team and the chiefs believe it does occur. Team members should be able to disagree with each other and accept alternative opinions (Sevier, 2006b) which do not occur either. Conflict can be healthy for a team and lead to improved innovation, creativity, and cohesion (De Janasz et al., 2002). Conflict that is present in the management team was explained by managers (see Appendix E) as personal attacks between members, getting defensive during discussions, taking comments personally, and avoiding conflict which are described by Engleberg and Wynn (2003) as forms of destructive conflict. Issues do not get resolved without conflict and avoiding conflict is a sign of a dysfunctional team (Lencioni, 2002) so in order to improve team effectiveness the HFD management team should stop avoiding conflict and embrace healthy conflict and alternative opinions in order to help resolve issues. Conflict is also a remedy for groupthink (Robbins,

2003) which could be contributing to poor decision making. Since conflict is not effective in the management team, groupthink is allowed to occur.

Decision making received the lowest score from the management team which could be the result of ineffective communication and conflict; it could also be attributed to the overuse of autocratic decision making and evidence of groupthink within the management team as explained earlier. There is a big disparity between the perception of the captains and the chief officers regarding decision making. Decision making also received the lowest scores from the captains and not one captain agreed that the team makes clear and timely decisions, involves all members in decision making, or makes decisions to solve organizational problems. One of the main purposes of a work team is to solve problems; great teams make clear and timely decisions and dysfunctional teams fail to commit to decisions (Lencioni, 2002).

Trust may be the characteristic that affects the management team's effectiveness in other areas because teams cannot succeed without trust (Lencioni, 2002). Trust is one of the two characteristics that both the captains and chief officers rated as ineffective which indicated that both groups agreed that there is a lack of trust within the management team. The results of the questionnaire indicated that the HFD management team members are not open with each other, they do not share information with each other, and do not admit their weaknesses or help each other; these are all signs of an absence of trust which is a characteristic of a dysfunctional team (Lencioni, 2002). According to Kotter and Cohen (2002) this is unfortunately common in senior management teams. Without trust, the HFD management team does not openly communicate with each other which in turn limits the ability to have healthy conflict and then limits the ability to make effective decisions. Responses from the managers indicated that there are some serious issues regarding lying, hidden agendas, empty promises, personal attacks, and playing members

against each other (see Appendix E). Trust is easily broken and difficult to build and this could be the toughest issue for the HFD management team to overcome.

The results proved that leadership is an ineffective characteristic of the management team and the captains and chief officers had opposing views. The success of any team in an organization should not totally rest on the shoulders of the organization's formal leader; leadership should be shared (Parker, 2006). Regardless of your position, leadership is everybody's responsibility and everyone is responsible for demonstrating leadership (Kouzes & Posner, 2007). Comments made by the managers appear to be directed towards the fire chief (see Appendix E), but all managers should understand that they all have a responsibility to demonstrate leadership and it is not always about rank and authority. There is evidence of a lack of trust between captains and the fire chief which is another barrier to overcome. Trust is the foundation of leadership and people cannot influence others without trust (Maxwell, 1998) and a team cannot exist without trust between the team and leader (Wooden & Jamison, 2007).

The results of the team scores regarding accountability indicated that there is a lack of accountability within the management team. The difference between the captains' response and chief officers' response showed the largest gap between the scores which provided additional information to the problem. All six captains believed that all management team members are not held to the same level of accountability for their actions but two-thirds of the chiefs believed all members are held to the same level of accountability. Effective teams have members that hold each other to the same level of accountability and commitment (Sevier, 2006c). Five of six captains believe that all managers are not held to the same level of accountability to achieve their goals but two-thirds of the chiefs believe they are. This gap poses a big problem for the management team because dysfunctional teams avoid accountability which affects team

performance (Lencioni, 2002). The lack of accountability in the management team is linked with trust, conflict, and decision making because teams that lack trust avoid conflict which affects the ability of the team to commit and buy-in to decisions resulting in members avoiding accountability (Lencioni, 2002).

In order for a team to be effective, the team must have members that are competent in both technical skills and interpersonal skills (De Janasz et al., 2002). Competence was the second characteristic that both the captains and chief officers both rated as ineffective. Managers rated their management skills higher than interpersonal/leadership skills but both were rated as ineffective. This data is supported by the need for additional training and development programs for management team members.

Additional information derived from the data that was not intended centered on elements of having clear roles. Although the rating score from the entire management team (3.04) rated roles being effective in the management team, the differences between the responses of the captains (2.6) and chief officers (4.0) was one of the largest gaps. Analyzing the comments submitted by the managers (see Appendix E), there were multiple times that policies were mentioned and explained as being vague, unclear, and conflicting. This could be causing additional problems within the management team because organizations need clear direction and boundaries to achieve goals (De Janasz et al., 2002). Policies are one of the methods that HFD personnel are given direction and boundaries and it is worth exploring the option of evaluating the current policies in the HFD for clarity.

Self assessment was not selected by the management team as one of the top 10 characteristics of an effective team but a majority of the management team favored the process; eight of the nine managers agreed that this self-assessment would identify problem areas and that

we should utilize self-assessments for other issues in our department. All nine managers agreed that we should conduct a self-assessment of the management team on a regular basis. Parker (2006) advises that self-assessments should be utilized to determine team effectiveness or ineffectiveness and the strengths and weaknesses of a team. HFD managers also agreed that having an organizational development program within the department would be a benefit to the department and help identify other areas of our department that need improvement.

The HFD management team possesses characteristics of an ineffective and dysfunctional team and without intervention the management team's performance and the ability to work together effectively will continue to decline. The management team is not only in need of personal development for the members, it is also in need of team development and team building. Team development focuses on how members work together and function as a team which includes analyzing group processes; improving problem solving, communications, relations, and respect between team members; and improving cooperation between team members to work more effectively (Harvey & Brown, 2001).

Team-building is also a method used to improve team effectiveness by examining interpersonal relationships and methods to improve team processes including leadership, decision making, communications, and conflict (Harvey & Brown, 2001). These efforts should start at the command team level to develop officers and prevent management problems (Holman, 2006) but the ultimate decision to build the management team is again determined by the leader of the organization (Sevier, 2006).

The management team needs to address these issues within the management team immediately and make plans to improve in the areas identified as being ineffective or problems will continue to arise. If the management team cannot make the changes to work together

effectively, the situation will continue to erode and the team will be unable to respond to emerging issues in a timely manner.

Some of the characteristics of the management team, like the absence of trust, are very sensitive and could provide a substantial barrier to the process of change and improvement. The eight ineffective characteristics are related to each other and improvement in one area should manifest with improvement in other areas. Leadership needs to be open to this change effort and supportive of the process and give the department and management team a clear purpose to why they exist. Department leadership needs to understand the importance of developing the management team and provide training to improve team competence in management and leadership skills. With improved training and development, the management team can build trust and try to repair what has been broken. Rebuilding trust will open and improve communication within the management team. Trust will allow the team to be open and honest enough with each other to partake in healthy conflict which will improve decision making and help team members hold each other accountable for their actions and performance.

The results of the responses from the non-management personnel indicated that the HFD management team was only effective when dealing with safety issues from non-management personnel and ineffective when dealing with organizational issues, training issues, policy issues, and department direction. Policy issues are handled the least effectively by the management team which could be related to the problems within the management team regarding unclear policies. The results of the union's morale survey in March of 2008 support this data because inconsistent policies were one of the main concerns that were affecting morale. If non-management personnel believe that policy issues are not being handled effectively, this could

mean that there has not been any progress made to improve policy issues that were identified in the morale survey 10 months prior to this project.

The results also indicate how effectively the management team listens to issues, solves issues, and solicits feedback; all three abilities had an average score of less than 3 which indicates ineffectiveness. This is supported by research revealed in the literature review which showed that inappropriate communication or listening was the number one mistake that leaders make when working with others which included failing to listen to feedback, ignoring alternative views, and failing involve others in the process (The Ken Blanchard Companies, 2008b).

Comments submitted by non-management personnel indicate that the non-management personnel desire to be included in the processes to improve the department but they are excluded by management and the results of the questionnaire show that they are not satisfied with how the management team handles their issues. Employees want to feel important to their organization and some of the reasons why employees unionize are dissatisfaction with management and management's attitude (Mondy & Noe, 2005).

Labor relations within the HFD also need to be improved which is possible if fire administrators are open to dealing with their employees professionally (Kramer, 2002). The results of this project should be used as a foundation to begin improving relations along with revisiting the results of the morale survey. Improving the relationship between labor and management should create a more productive environment for both parties (Kramer, 2002). The implications of not improving labor relations could lead to a continued decrease in employee morale and dissatisfaction with management. Management also needs to realize that employees unionize for their protection and not to oppose management (Kramer, 2002) and employees

would be less likely to unionize if organizations were pro-employee and management didn't abuse their power (Mondy & Noe, 2005).

Recommendations

This research has concluded that there are a number of changes that need to be made in order to improve the effectiveness of the HFD management team. Recommendations that specifically relate to the organizational development, training and development programs, team development, and labor relations include:

1. Reevaluate the educational and certification requirements for the fire chief. The current job specification for the fire chief has not been updated since 1987 and the deputy chief's job specification requires stricter educational requirements. It is recommended that a bachelor's degree be required for the position of fire chief to put the fire chief at the same educational and professional level as all department heads within the City of Hanford. It is also recommended that the fire chief require chief officer certification since it is a requirement for the deputy chief position.

2. Reevaluate the educational requirements for the deputy chief. It is also recommended that a bachelor's degree be required for the deputy chief position instead of having education equivalent to a bachelor's degree. This will put the deputy chief at the same educational and professional level as other deputy positions in other departments in the City of Hanford and at a higher level than the police department.

3. Provide development programs for company and chief officers. Results of this project proved that there is a need to improve the competence of managers within the HFD via training and development programs. It is recommended that a company officer and chief officer development program be developed and implemented for current and future HFD managers.

This will create a positive change throughout the organization by providing managers with the management and leadership skills necessary to perform their job. The programs will also prepare future managers of the HFD to ease the transition from line to management positions.

4. Improve decision making as a management team. This project indicated that decision making is a big problem within the HFD management team, it is one of the barriers to effectiveness, and it is one of the most frustrating things about being a part of the management team. It is recommended that the current decision-making practices be reevaluated and focus less on autocratic decisions and increased collaborative decision-making with the management team on issues during staff meetings. The decision-making climate in staff meetings needs to improve and the fire chief needs to be more open to discussion of alternative ideas and conflict to reduce groupthink. By improving decision making, the management team will make better decisions as a group and create buy-in for team members. Creating buy-in will also improve the management team's ability to commit to a decision and follow through to handle organizational problems and issues.

5. Create a clear purpose for the department. This project proved that there is not a clear and inspiring vision to guide the department's efforts. It is recommended that the fire chief create a written shared vision statement for the department with the assistance of the entire management team and executive board of the Local 3898. Creating a shared vision will establish the direction of the HFD and give members something to strive for.

6. Reevaluate the department's mission statement and core values. It is also recommended that the department's mission statement and core values be rewritten in the same manner as the vision. By involving the entire management team and union board, employees

will buy-in to the vision, mission, and core values of the department which will guide the future actions of all department members.

7. Implement team-development measures for the HFD management team. The results of this project proved that the HFD management team possesses characteristics of ineffective and dysfunctional teams. It is recommended that team development methods be implemented to improve leadership, trust, communication, conflict, and accountability within the management team. Development can be achieved by either outside or inside training methods delivered to management personnel. Emphasizing the development of trust and leadership within the management team will assist in developing communication and conflict which will enhance accountability but the process should start with trust and leadership.

8. Rebuild trust within the management team. Trust should be the primary focus of the team-development process because there is an obvious lack of trust amongst management team members and developing leadership, communication, conflict, and accountability will be not be possible without trust. Trust-building efforts need to be implemented in order to start the rebuilding process. By building trust, communication will improve and the ability to have healthy conflict will improve. Healthy conflict will lead to better decisions and accountability and the management team will be better prepared to face emerging issues in the department.

9. Implement an organizational development program. This project proved that there is a need for the self-assessment process and managers are open to utilizing assessments to determine areas that need improvement within the HFD. It is recommended that an organizational development program be created and implemented to oversee the recommendations of this project including team development, decision making, officer development programs, and creating a clear purpose. The organizational development program will also be utilized to assess

other areas of the department that may need improvement (e.g., organizational culture, morale) when the need is determined. This will provide the department with its own internal means of assessing effectiveness and evaluating the need for organizational change. The program will also oversee the development of personnel through the programs. This program will also help identify issues before they become problems so solutions can be reached and interventions administered in a timely fashion which can also reduce the changes of interpersonal problems. The organizational development program should be supervised by a manager with experience and educational background in organizational development.

10. Improve labor relations with non-management HFD personnel. This project has suggested that relations between the management team and non-management personnel are in need of improvement. It is recommended that efforts be made to improve labor relations when dealing with issues from non-management personnel regarding training, safety, policies, and other organizational issues. Improving labor relations will involve the entire department in this project to improve not only processes within the management team, but processes among the entire department including non-management personnel. This will improve relations between the two groups, build trust, create buy-in, increase motivation, create a productive environment, and improve morale in the department.

11. Additional research for the HFD. Part of the assessment process is reassessment to determine if there is an improvement in behavior and to assess the effectiveness of an intervention. The management team should conduct a reassessment of team effectiveness in the future to determine improvements and program effectiveness.

During this research project two subjects were unintentionally discovered that would be worth researching. In the recommendations and comments results for both management and

non-management personnel (see Appendixes E, F, and G), there were several comments made in regards to the HFD policies being vague, unclear, or conflicting. The other issue that was mentioned several of times from different respondents was in regards to department culture. It is recommended that these subjects be evaluated because they could be contributing to the factors discovered in this research project.

12. Additional research for future readers. The concept of team effectiveness revealed that there are numerous facets involved in the process. Although this project focused on the HFD management team, this problem can exist in any department or organization. Future researchers should attempt to survey a larger population that would represent the total population of United States fire departments. Additional data regarding educational and certification requirements for fire managers throughout the United States would be beneficial to compare local requirement to. Effective team characteristics determined by fire managers from the United States would also be beneficial to apply to fire department management teams and to compare them to the team characteristics determined by the business world and current literature.

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Appendix A

HFD Management Development Questionnaire

1. Department information

Department Name: City/Town/County: State:

2. Describe your department.

- ☐ Career
- ☐ Combination
- ☐ Volunteer

3. What is the population of your jurisdiction?

- ☐ Less than 50,000
- ☐ 50,000-75,000
- ☐ 75,000-100,000
- ☐ 100,000-200,000
- ☐ More than 200,000

4. What are the education requirements for the following positions in your department?

	No Requirements	Some College	Associate Degree	Bachelor Degree	Master Degree
Fire Chief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistant/Deputy/Division Chief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Battalion Chief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Company Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. What are the certification requirements for the following positions in your department?

	Fire Officer Certification	Chief Officer Certification	Executive Fire Officer	No Requirements
Company Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Battalion Chief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assistant/Deputy/Division	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Fire Officer Certification	Chief Officer Certification	Executive Fire Officer	No Requirements
Fire Chief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Does your department offer managers incentives for the following?

	Yes	No
Fire Officer Certification	<input type="checkbox"/>	<input type="checkbox"/>
Chief Officer Certification	<input type="checkbox"/>	<input type="checkbox"/>
Executive Fire Officer Certification	<input type="checkbox"/>	<input type="checkbox"/>
Any Degree (associate, bachelor, or master)	<input type="checkbox"/>	<input type="checkbox"/>
Associate's Degree	<input type="checkbox"/>	<input type="checkbox"/>
Bachelor's Degree	<input type="checkbox"/>	<input type="checkbox"/>
Master's Degree	<input type="checkbox"/>	<input type="checkbox"/>

7. Does your department utilize any of the following programs to develop members of your management team?

- ☐ Company Officer Development Program
- ☐ Chief Officer Development Program
- ☐ Succession Planning
- ☐ Mentorship Program
- ☐ None

8. Has your department evaluated the effectiveness of your management team utilizing any of the following methods?

	Yes	No
Internal consultant (department member)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
External consultant	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Organizational development program or division	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Appendix B

Team Assessment Questionnaire

This questionnaire will help assess our management team in the following sections:

Section 1- Team Characteristics and Challenges

Section 2- Training and Development

Section 3- Decision-Making

Section 4- Self-Assessment

Section 5- Recommendations

What is your current rank?

☐

Captain

☐

Chief Officer

Section 1- Team Characteristics and Challenges

This section of the questionnaire will describe the characteristics of our management team based on the 10 most important characteristics identified in our Team Characteristics questionnaire. For each characteristic there are three questions regarding attributes of the characteristic. Answer each question based on how you feel it describes our management team by selecting one of the following: strongly disagree, disagree, neutral, agree, or strongly agree. For each characteristic there is an optional section for comments to provide feedback to support your answers.

1. Clear Purpose

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The HFD has established a clear vision for the future of the department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our mission statement accurately defines our purpose.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our management team is involved in developing our vision and mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answers (optional)

2. Collaboration

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our management team collaborates and accepts opinions from all members regarding department issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All members of our management team are encouraged to participate in group discussions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opinions of all management team members are considered in group discussions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments supporting answer (optional)					

3. Communication

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Management team members are given the same information regarding organizational issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Management team members openly share information with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management team members listen to each other and consider all ideas of the team when making decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answer (optional)

4. Conflict

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Alternative ideas/opinions are accepted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthy conflict/disagreement is encouraged.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management team members are willing to speak their mind openly when they disagree with an issue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answer (optional)

5. Decision-Making

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our management team makes clearly and timely decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our management team involves all members in decision-making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decisions are made as a team to solve organizational problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answer (optional)

6. Trust

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Management team members are open with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management team members share information with each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management team members admit their weaknesses and help each other.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answer (optional)

7. Clear Roles

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Management team members know what is expected of them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are clear roles that explain members' position in the management team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are clear boundaries and direction for team members to achieve department goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answer (optional)

8. Leadership

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Leadership is shared among members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership is supportive of team members to reach its goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Team members take responsibility for meeting the needs of the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answer (optional)

9. Accountability

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Members are held to the same level of accountability for their actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members are held to the same level of accountability to achieve goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members are responsible for their performance and its effect on the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answer (optional)

10. Competence

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Members are competent in management skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Members are competent in interpersonal/leadership skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members are open to growth and development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments supporting answer (optional)

Team Challenges

The following section will identify challenges our management team faces.

11. What are the biggest barriers to the effectiveness of our management team (select FIVE).

- ☐ CLEAR PURPOSE
- ☐ INFORMAL CLIMATE
- ☐ COLLABORATION
- ☐ COMMUNICATION
- ☐ DECISION MAKING
- ☐ TRUST
- ☐ CLEAR ROLES
- ☐ LEADERSHIP
- ☐ DIVERSITY
- ☐ SELF-ASSESSMENT
- ☐ ACCOUNTABILITY
- ☐ COMPETENCE
- ☐ RESULTS

12. What are the most frustrating things about being a part of our management team?
Select three.

- ☐ Use of meeting time
- ☐ Communication among team members
- ☐ Accountability
- ☐ Lack of a clear purpose (vision, mission)
- ☐ Lack of clear roles and expectation
- ☐ Trust among team members
- ☐ Team members pulling their weight
- ☐ Decision-making process
- ☐ Not identifying organizational problems
- ☐ Individuals who do not complete assignments

Section 2- Training and Development

The following section will gather information regarding training and development of management team members.

1. Answer the following questions regarding training for management team members.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The department provides adequate training to develop management skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The department provides adequate training to develop leadership skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The department provides adequate training for members to prepare for the next position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Answer the following questions regarding development programs for management team members.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There are adequate programs in place to develop and prepare personnel for company and chief officer positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A development program would have benefited and prepared me for my current position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Company and chief officer development programs would benefit and prepare personnel for future positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. The following types of programs would benefit current and future management team members in our department.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Company officer development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chief officer development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Succession plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentorship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 3- Decision-Making Assessment

Through document review, four styles of group decision-making were discovered.

Minority decision (autocratic)- Decisions are made by one or few members of authority.

Majority decision- Decisions are approved by a majority of the group by voting.

Unanimous decision- All members agree with and approve the decision by voting.

Consensus decision- All members have the opportunity to express their views and are involved in the decision making process.

1. What decision making style is utilized most of the time by our management team when dealing with the following issues:

	Minority Decision (autocratic)	Majority Decision	Unanimous Decision	Consensus
Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Fitness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. When making decisions as a management team we utilize the following decision-making styles.

	Never	Rarely	Neutral	Some times	Most of the time
Minority Decision (autocratic)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Majority Decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unanimous Decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consensus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Answer the following questions regarding our decision-making climate.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Members look forward to staff meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff meeting climate is open to discussion and identifying organizational problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Staff meeting time is used effectively for decision-making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Answer the following questions regarding decision-making as a management team.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
As a management team we identify organizational problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a management team we make effective decisions to solve organizational problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a management team we make timely decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a management team we follow through with our decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Answer the following questions regarding groupthink.

When making decisions as a management team...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Members rationalize resistance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members pressure doubters to support the alternative favored by the majority or authority.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Members keep silent about their misgivings because doubts and resistance have been minimized in the past.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members interpret members' silence as support for the decision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What are the biggest barriers to decision-making in our management team?
Select three.

- ☐ Collaboration
- ☐ Conflict
- ☐ Leadership
- ☐ Trust
- ☐ Communication
- ☐ Roles/expectations
- ☐ Use of meeting time
- ☐ Purpose/vision of the team

Section 4- Self-Assessment

This section will answer questions regarding the self-assessment of our management team.

1. Answer the following questions regarding self-assessment.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
This self-assessment will identify areas that need improvement in our management team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This self-assessment will help improve the effectiveness of our management team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We should conduct self-assessments of our management team on a regular basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We should utilize self-assessments for other areas of our department (e.g., training, culture, morale, leadership abilities).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Organizational Development is an internal management resource designed to provide tools, training, and processes that increase productivity, performance, and effectiveness. It is used to provide planned organizational change in an attempt to improve organizational effectiveness focusing on individual, group, and organizational behavior.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
An organizational development program would benefit our department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

An organizational development program would help identify other areas in our department (e.g., training, morale, organizational culture, leadership abilities) that need improvement.

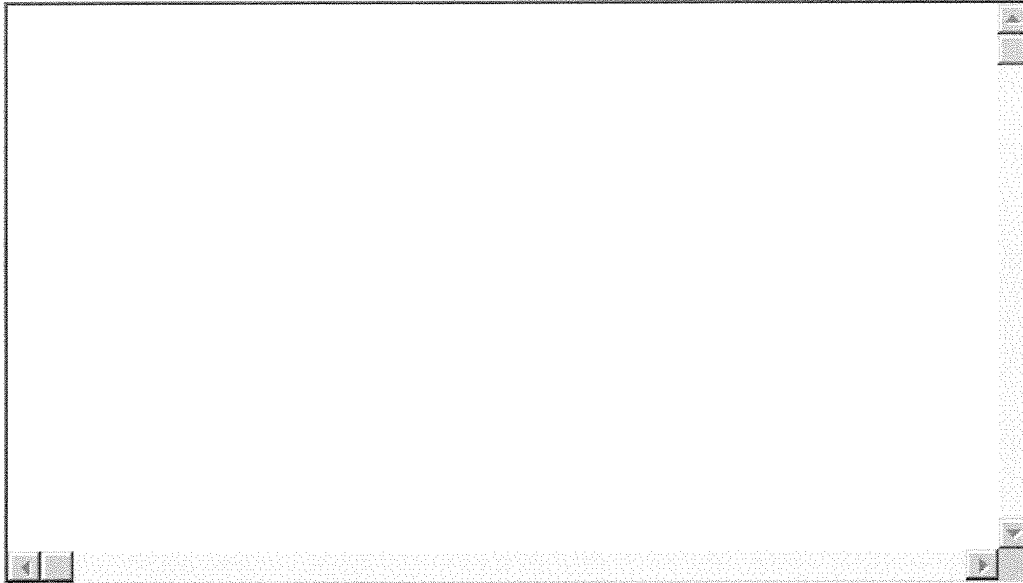


Section 5- Recommendations

This section of the questionnaire will ask for recommendations for improvement based on the 10 characteristics of our team assessment. For each characteristic there is a comment box to provide feedback for improvement.

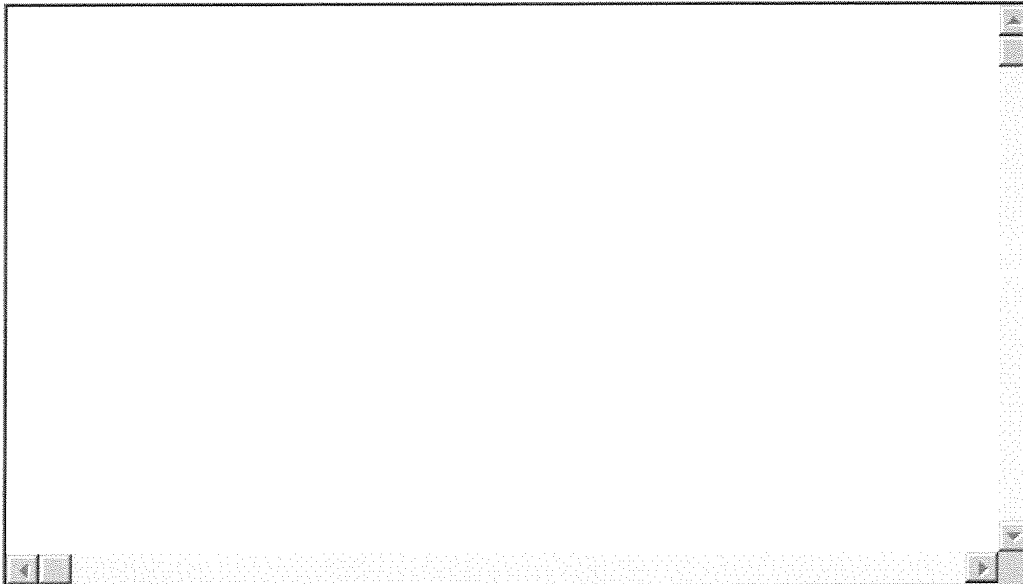
1. Clear Purpose and Direction

Provide recommendations for improving the department's purpose and direction.



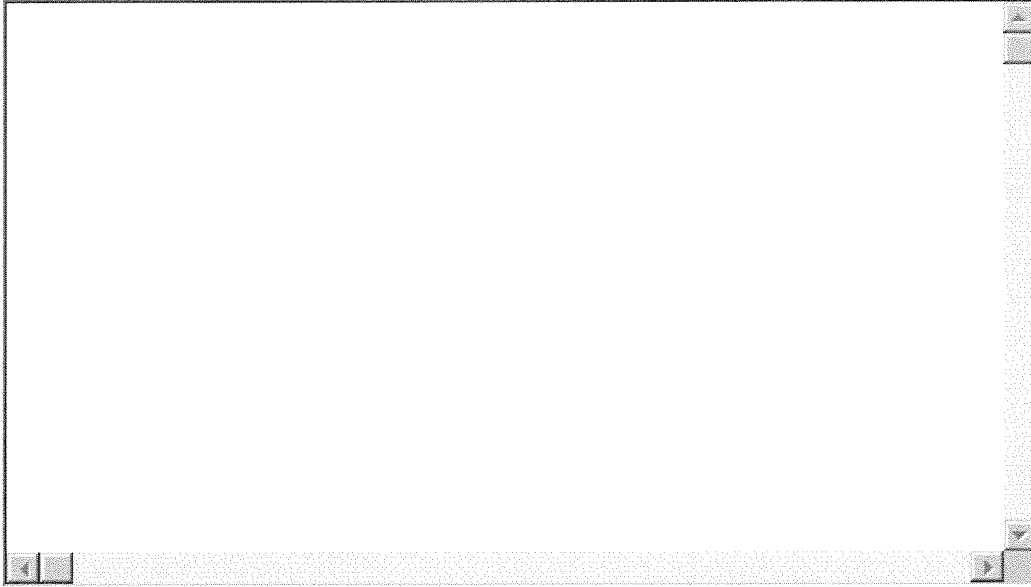
2. Collaboration

Provide recommendations to improve collaboration in our management team.



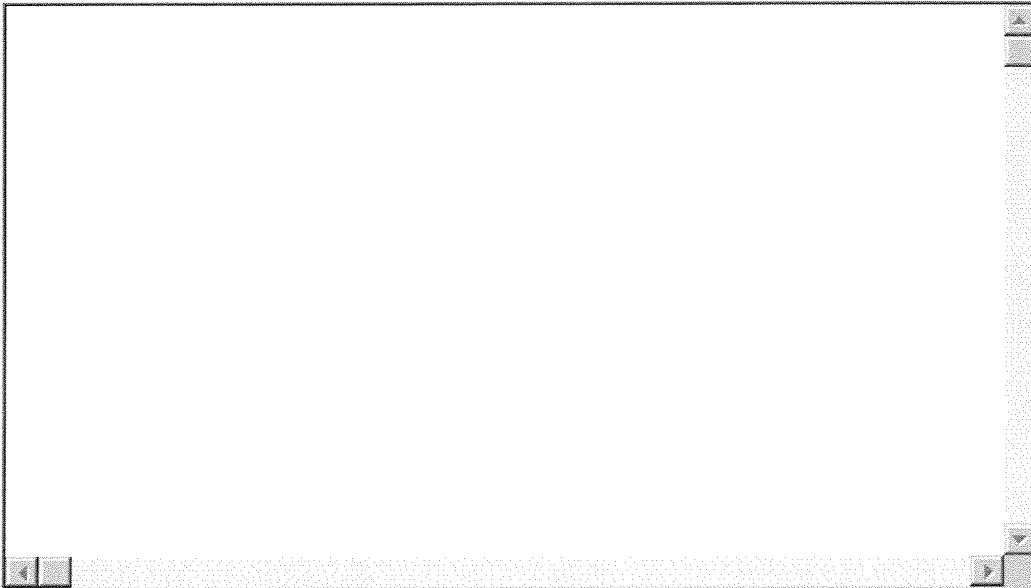
3. Communication

Provide recommendations to improve communication in our management team.



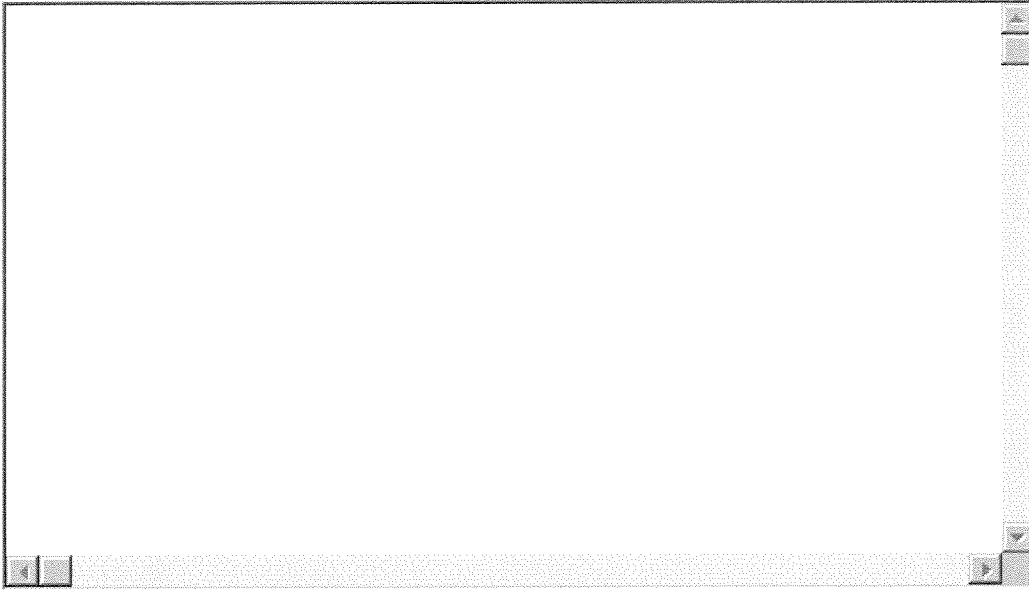
4. Conflict

Provide recommendations to improve conflict in our management team.



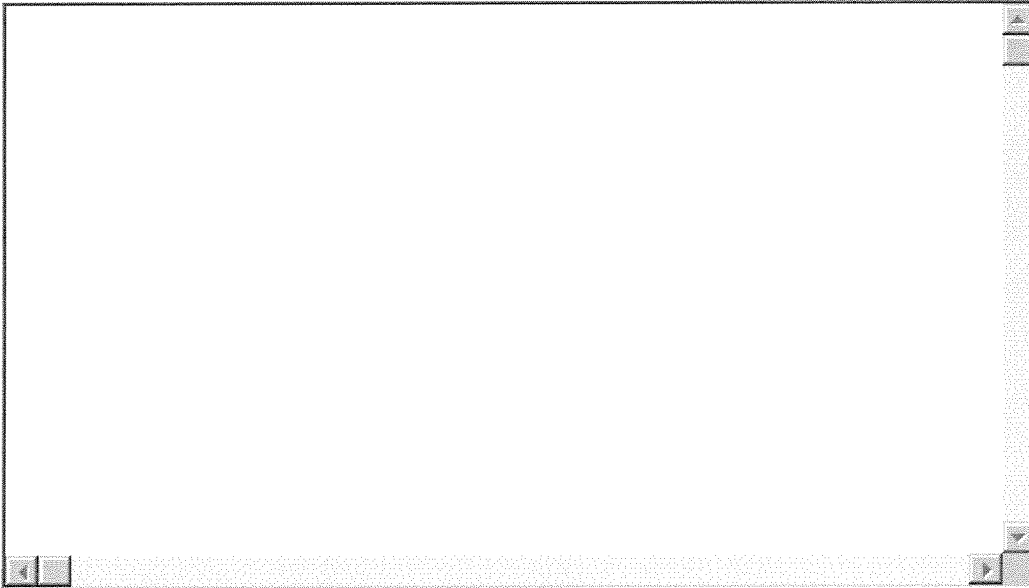
5. Decision-Making

Provide recommendations to improve decision-making in our management team.



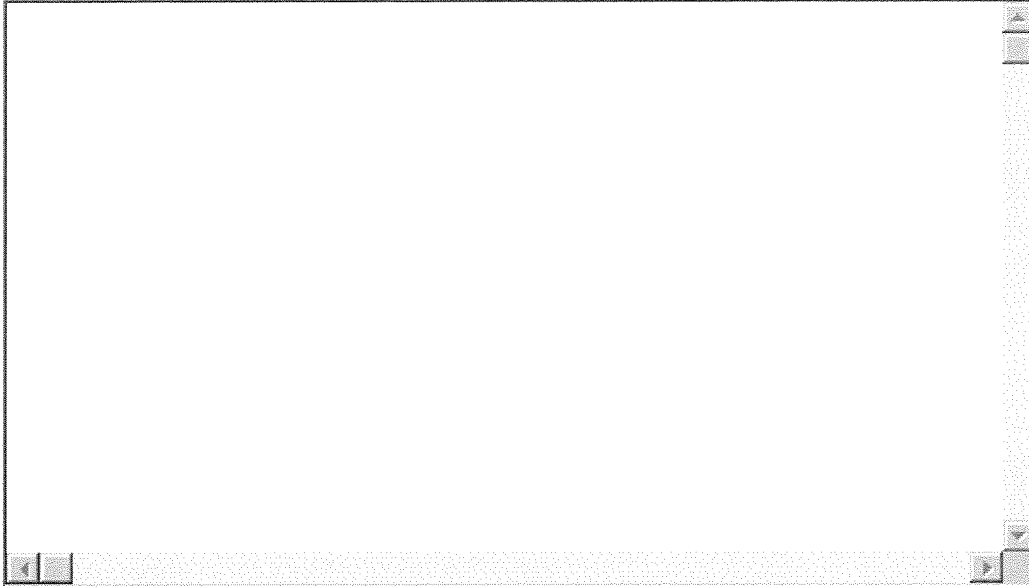
6. Trust

Provide recommendations to improve trust in our management team.



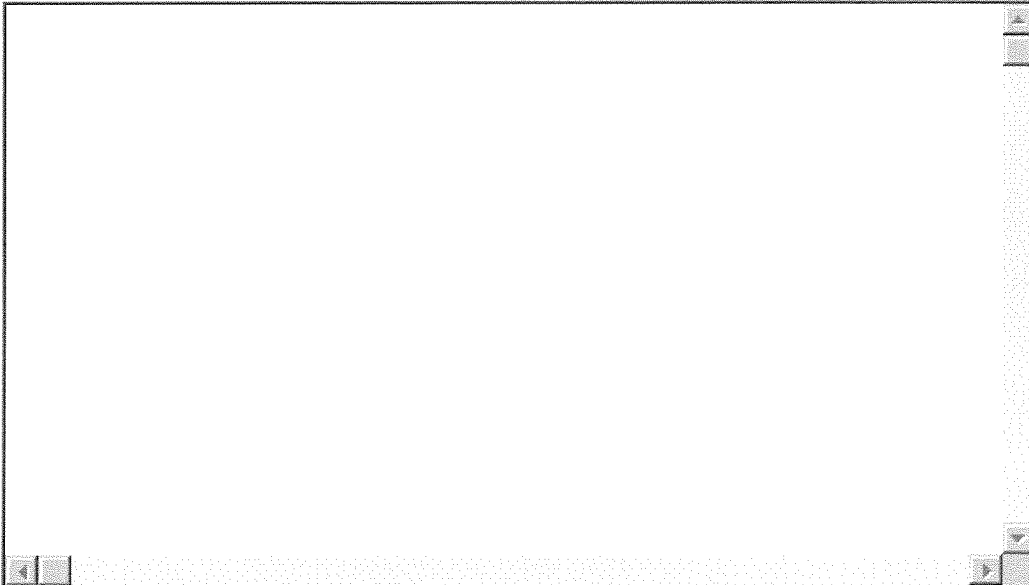
7. Clear Roles

Provide recommendations to improve the roles in our management team.



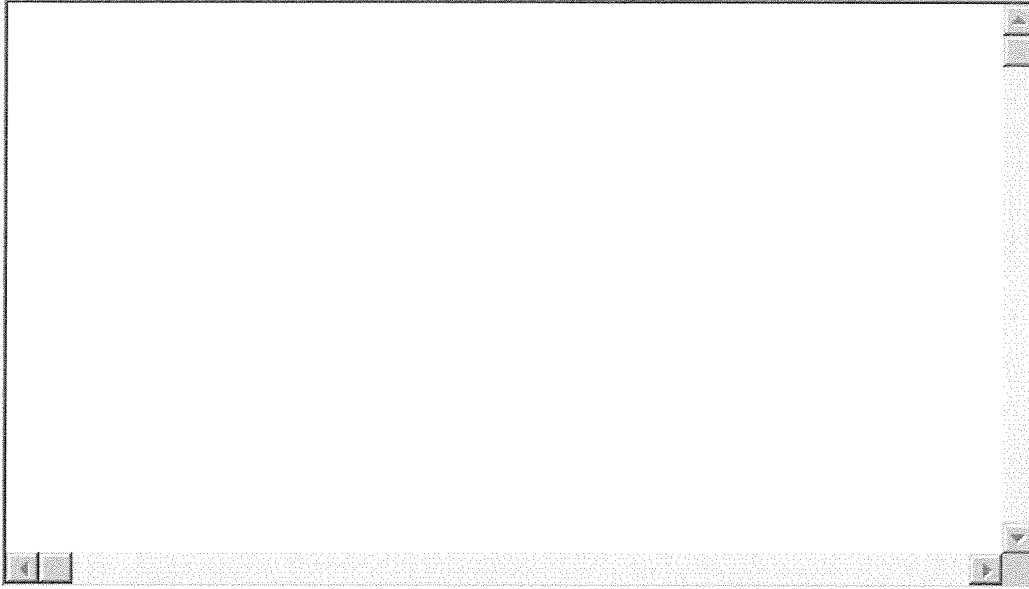
8. Leadership

Provide recommendations to improve leadership in our management team.



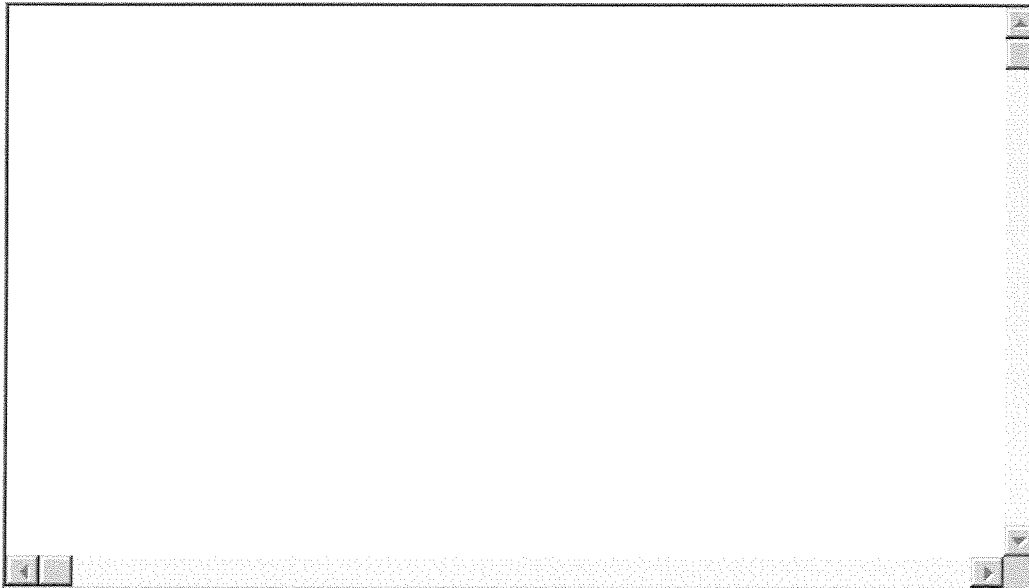
9. Accountability

Provide recommendations to improve accountability in our management team.

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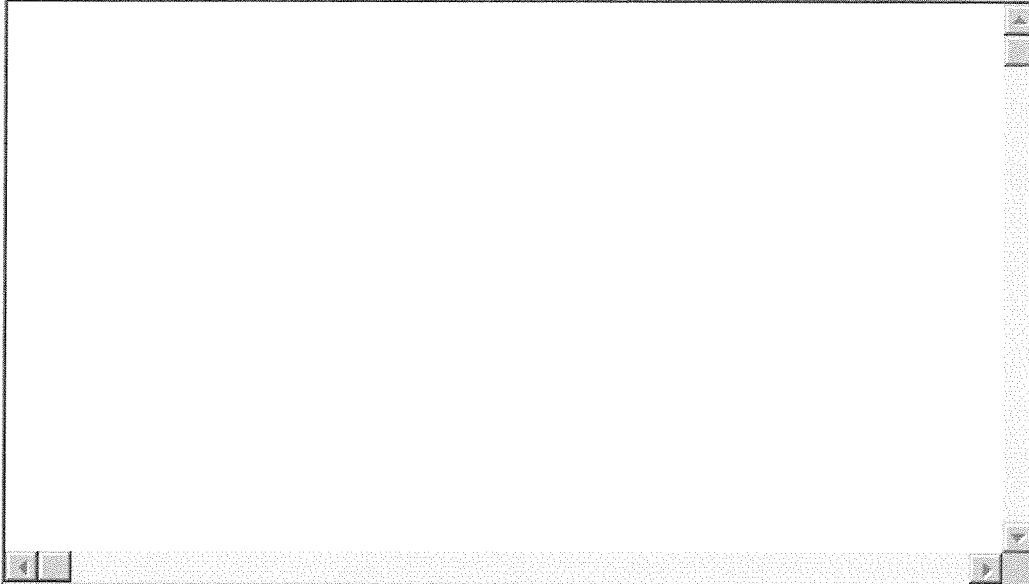
10. Competence

Provide recommendations to improve competence in our management team.

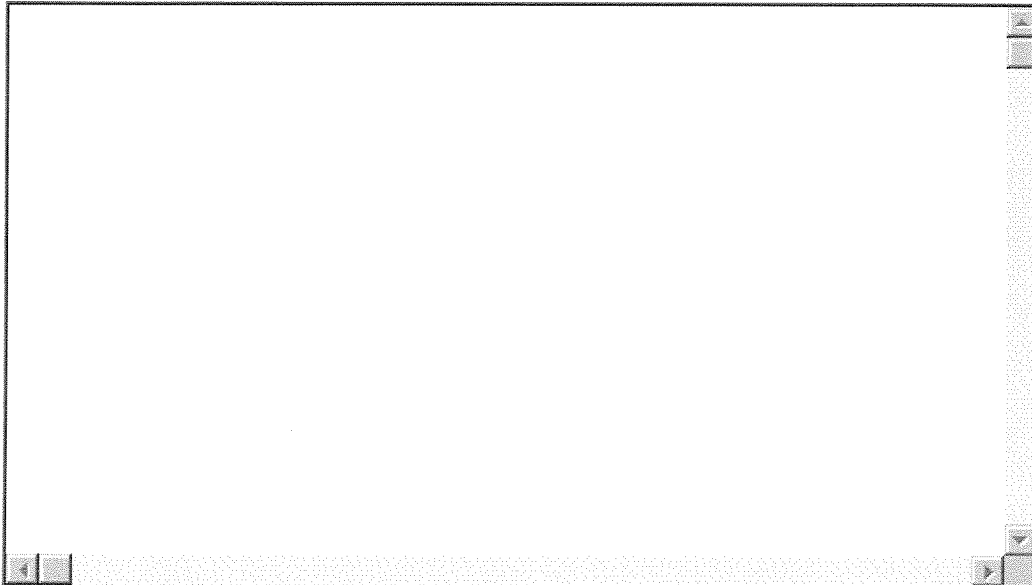
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Provide recommendations to improve training and development in our management team.

1. Provide recommendations regarding training for management team members.



2. Provide recommendations regarding development programs for management team members.



Appendix C

Team Characteristic Selection Questionnaire

1. Please select the 10 MOST important characteristics of an effective team.

- ☐ CLEAR PURPOSE- Clear vision for the department. Clear and effective mission statement. Clear and elevating goals.
- ☐ INFORMAL CLIMATE- Comfortable and relaxed atmosphere. Members enjoy being around each other. Members look forward to meetings.
- ☐ COLLABORATION- Participation from all members. Opinions from all members are considered. Members are willing to participate.
- ☐ COMMUNICATION- Keeping members informed of organizational progress. Members listen to each other. Information is shared with members.
- ☐ CONFLICT- Alternative ideas/opinions are welcome. Healthy conflict/disagreement is encouraged. Members trust each other to have healthy conflict.
- ☐ DECISION MAKING- Decisions made clearly and timely. All members involved in decision-making. Decisions made as a team to solve organizational problems.
- ☐ TRUST- Members are open with each other. Members share information with each other. Members admit their weaknesses and help each other.
- ☐ CLEAR ROLES- Members know what is expected of them. Clear roles explain their position in the team. Clear boundaries and direction to achieve goals are defined.
- ☐ LEADERSHIP- Leadership is shared among members. Leadership is supportive of team members. Everyone takes responsibility for meeting the needs of the team.
- ☐ DIVERSITY- Different opinions are welcome. Different views are encouraged. Different values are recognized.
- ☐ SELF-ASSESSMENT- Team is open to self-assessment. Team performs self-assessment to determine strengths and weaknesses.
- ☐ ACCOUNTABILITY- Members are held accountable for their actions. Members possess the same level of accountability to achieve goals. Members are responsible for their performance and its affect on the team.
- ☐ COMPETENCE- Members are competent in technical skills. Members are competent in interpersonal skills. Members are open to growth and development.
- ☐ RESULTS- Team is result-driven. Team results are more important than individual results.

Appendix D

Non-Management Questionnaire

1. Rate the HFD management team's ability to deal with organizational issues involving non-management personnel.**The HFD management team...**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Listens to organizational issues identified by non-management personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solves organizational issues identified by non-management personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solicits feedback from non-management personnel regarding organizational issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Rate the HFD management team's ability to deal with training issues involving non-management personnel.**The HFD management team...**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Listens to training issues identified by non-management personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solves training issues/problems identified by non-management personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Solicits feedback from non-management personnel regarding training issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Rate the HFD management team's ability to deal with safety issues involving non-management personnel.

The HFD management team...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Listens to safety issues identified by non-management personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solves safety issues/problems identified by non-management personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solicits feedback from non-management personnel regarding safety issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Rate the HFD management team's ability to deal with policy issues involving non-management personnel.

The HFD management team...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Listens to policy issues identified by non-management personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Solves policy issues/problems identified by non-management personnel.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solicits feedback from non-management personnel regarding policy issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Rate the HFD management team's ability to deal with the following organizational issues relating to the direction of our department.

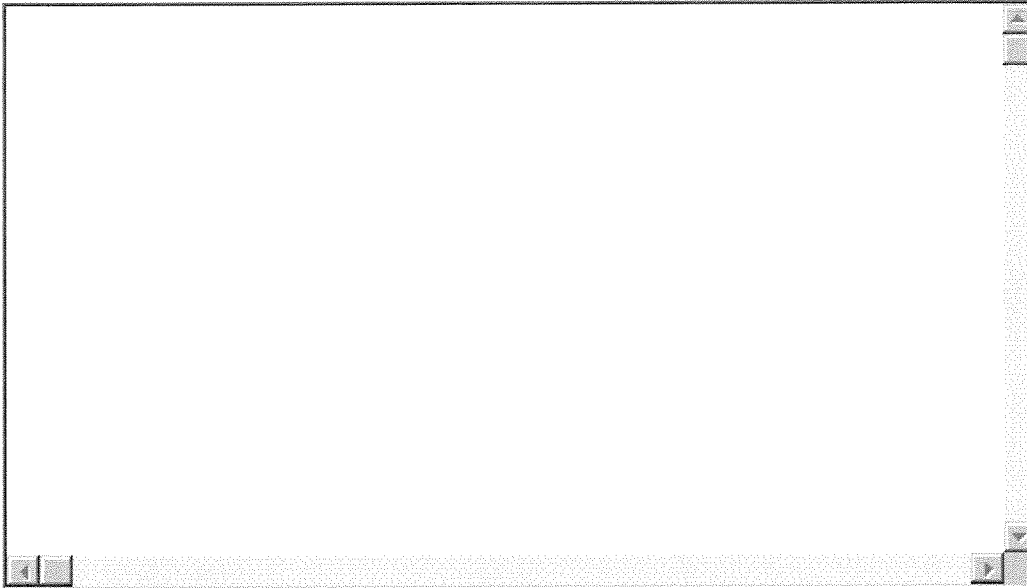
The HFD management team...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Involves non-management personnel in decision-making of organizational issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Involves non-management personnel in determining the future direction of the department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeps non-management members informed of organizational progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

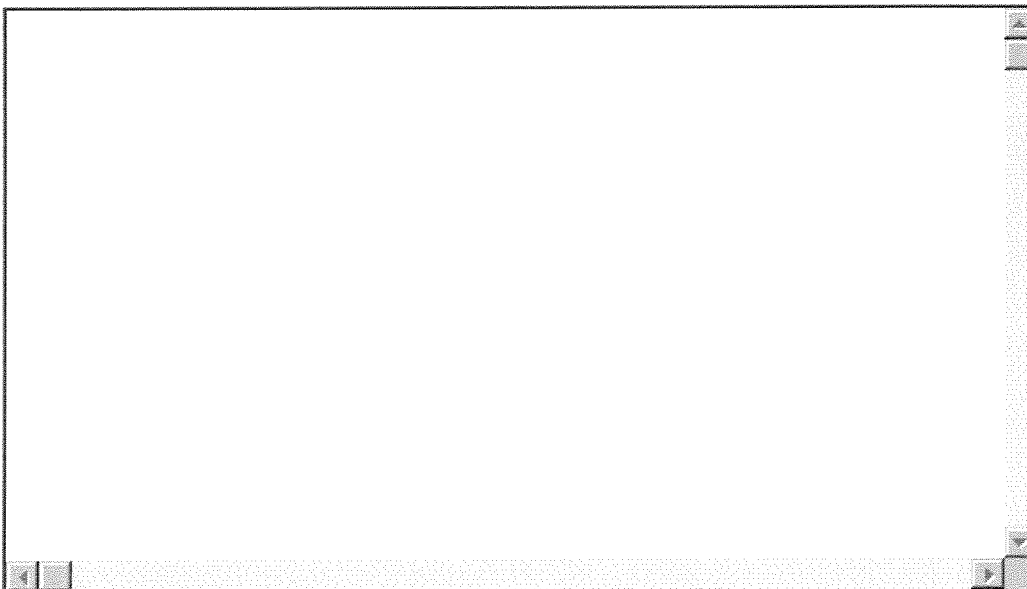
Recommendations

The purpose of this questionnaire is to ask for recommendations to improve relations with the management team with regards to training, policies, safety, department direction, and organizational issues. Answers are voluntary and responses will remain confidential.

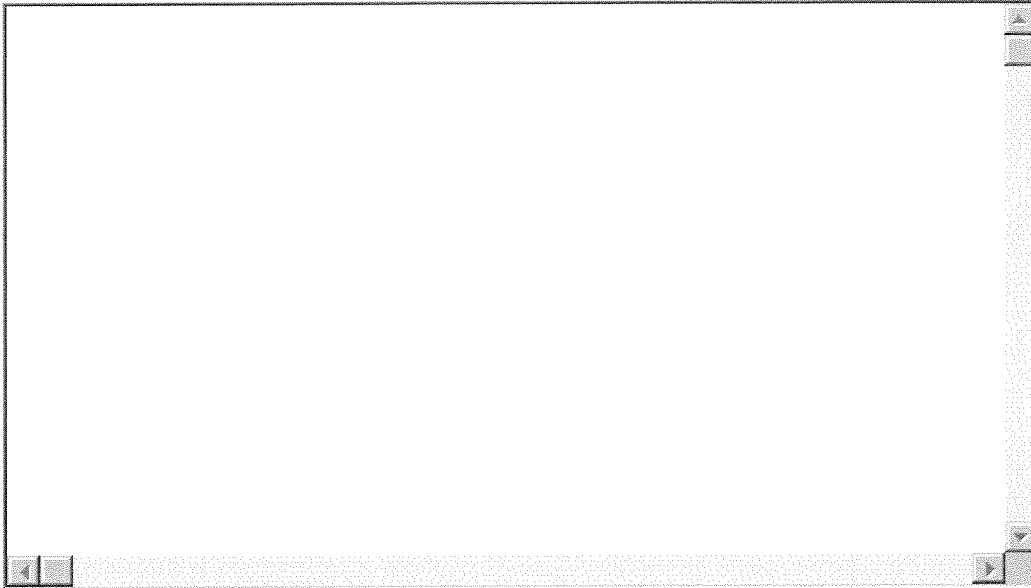
1. Provide recommendations to improve relations with the management team when dealing with organizational issues.

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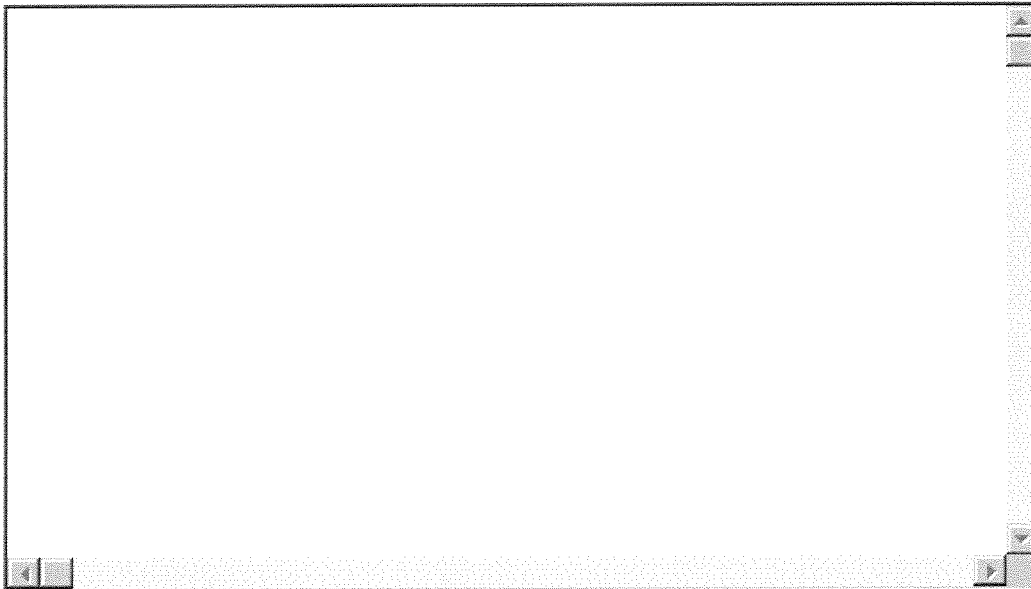
2. Provide recommendations to improve relations with the management team when dealing with policy issues.

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3. Provide recommendations to improve relations with the management team when dealing with training issues.



4. Provide recommendations to improve relations with the management team when dealing with safety issues.



5. Provide recommendations to improve relations with the management team when dealing with issues regarding department direction.

A large, empty rectangular box with a dotted border. At each of the four corners, there is a small square handle with a diagonal line, typically used for resizing a window or frame in a software application. The box is intended for the user to provide recommendations as requested in the text above.

Appendix E

Results of Comments Regarding the 10 Characteristics

The results of the comments provided by HFD managers in section 1 of the Team Assessment Questionnaire regarding the 10 team characteristics are provided in this appendix. The results were copied and pasted from the researcher's Survey Monkey account at www.surveymonkey.com in their original format. The results were not edited or changed for spelling or grammatical errors in order to maintain the integrity of the results.

Clear Purpose

1. Or Mission Statement and Values statement should be regularly evaluated. Perhaps a mission and value statement could be made for each position within the department ie; firefighter, captain, as well as overall department mission and values
2. I have never seen or heard what our vision is. Training should be in our mission statement.
3. Mission statement should include hazmat rescue, prevention should not be the main topic

Collaboration

1. Administration is closed minded and slow to react to outside opinions. Often the same discussions are brought up again and again, with no resolution, until no one talks about that issue anymore. At least openly.
2. Opinions listened to only when solicited. Some items not up for discussion or comment.
3. Any opinion that challenges the status quo or either of the chiefs views or opinions is quickly marginalized. We rarely even discuss issues. We are just told what is going to happen. Our department culture limits collaboration.
4. Opinions are suppressed by personal feelings. It is hard to express one self at staff meetings when the Chief takes input as a personal attack.

Communication

1. The Fire Chief and the Deputy Chief have differing opinions and because our policies are unclear, we get different interpretations, depending on which one of them you ask. Communication is often a one way street. An idea is presented to Management and no feedback is ever received.
2. I have heard many times that "information is power" in our organization and it is used to keep certain members at a disadvantage. We get conflicting information from both chiefs because they are not on the same page. This causes confusion, inconsistency, and problems.
3. Information is conflicting from from Chiefs, not on same page, makes it difficult to manage.

Conflict

1. Issues like the Morale issue exist because, the discussions that take place amongst line personnel are not considered or known by management.

2. Conflict accepted only on items up for discussion. Not tolerated on handed down issues. The same applies with speaking our minds, if its' handed down thats the way it is. Up for discussion, speak my opinion.
3. We avoid conflict as much as possible. Any conflict in a staff meeting is interpreted as a "lack of respect" and looked at as a personal attack. Captains spend more time talking about issues outside of the staff meeting because we will listen to each other even though we know that nothing will get done about the issues in a meeting. We waste staff meeting time by distributing information that is not acceptable to challenge or question. We should spend meeting time encouraging each other to identify problems and create solutions to improve our department by challenging each other and our current way of thinking.
4. CHief has difficulty accepting opinions and ideas that conflict with his even if the idea/concept is better than original. cussing at us in staff is wrong.

Decision-Making

1. When a issue is related to the management team members they are involved in the decision making. Our department decisions are not made by a majority rule or by popular vote.
2. There should be far less instances where the term "call me at home anytime" comes into play. Captains and Acting Captains should be given the lattitude to make decisions - even to make the wrong ones.
3. Some times the decisions appear to be made in a catch up mode and not in advance of problems.
4. By avoiding conflict, we avoid problems and having to make decisions to solve them. When decisions are made they are almost always a top-down decision with no input from the team. Our inability to make effective decisions is negatively affecting our department in every aspect (training, safety, policies) of our operations.
5. decisions are slow ie OT policy change.

Trust

1. There is more information exchanged around the break table than in the staff meeting. When only 1 Captain accepts a Command role during Confined Space training, it indicates that the majority are not willing to expose their weaknesses.
2. There is a lack of trust because information is being held from others or used against others. Talking about a member's performance or weakness in a staff meeting when that person is not present is common practice and should not be tolerated.

Clear Roles

1. Department goals and objectives Captain assigned to program areas and MBO.
2. As expressed earlier - two chiefs with differing opinions and unclear policies = unclear expectations. MBO's should include "Departmental Goals" as well as individual goals. All of the managers are on different pages. What is the departmental goal and how does each manager have an effect?
3. We understand our roles but policies that are vague and unclear set us up for problems. I don't think we really understand what is expected of us as "managment team" members.

Are we supposed to find problems and ways to make it better here? Are we allowed to improve how we perform or are we supposed to buy-in to "that's the way we have always done it" attitude? Even our organizational chart and responsibilities are unclear. Is the deputy chief the captains' supervisor? The deputy chief says yes, and the chief says no. Does the fire marshal have suppression responsibilities or solely prevention responsibilities?

4. Expectations are different for each captain. Not the same standard for all. Policy book still conflicts in many areas. When brought to managements attention it takes unacceptable amount of time to correct, if it ever gets corrected. Blame is placed on secretary or someone else, who is responsible??
5. Management team members know what is expected of them but choose not to perform in their role as the first line supervisor. This includes not following and enforcing current department policies.

Leadership

1. Micromanagement gets in the way of any shared leadership.
2. Our department does not want members who think differently and want to influence positive change in our organization and our members (leadership). Our department wants obedience and compliance to the system to preserve the status quo (management).
3. Chief battle for control of leadership. I feel they try to divide us, make us take sides pointing fingers at each other has to stop

Accountability

1. Not all members of the Hanford Fire department are treated equally. I believe that Captains are held responsible for their actions and inactions, but that the administration is not held as accountable for theirs.
2. All members are held to different levels of accountability for their performance and their actions. There are double-standards for certain policies (physical fitness, response policy).
3. MBO is poor way to manage and achieve goals. rewards are given based on each individuals MBO. One could have 20 items on MBO and get 3% another could have 10 items and get 3%. Work load should reflect in salary increases

Competence

1. Micromanagement culture
2. If members grow and improve that would mean changing how we think or do things so it is not encouraged and we aren't provided training in these areas. Knowledge, skills, abilities, and education are useless when you are not empowered to use it in our department
3. We all need to improve. We don't spend enough time training in these areas. Just recently we have seen a slight increase in this area. We hope it continues

Appendix F

Management Recommendations Results

The results of the recommendations provided by HFD managers in section 5 of the Team Assessment Questionnaire are provided in this appendix. The results were copied and pasted from the researcher's Survey Monkey account at www.surveymonkey.com in their original format. The results were not edited or changed for spelling or grammatical errors in order to maintain the integrity of the results.

1. Provide recommendations for improving the department's purpose and direction.

1. Need new direction, Mission Statement. Need new ideas from the top. In same rut for over seven years. Station #3 10 year plan is even further away. Need new Leader, one that will stand up for what is right, not a yes man. Need a chief that is behind his personnel, not one that says one thing to your face and another behind your back. A chief that does not tell lies or does not remember what he says to who.
2. 1. Complete Master Plan. 2. Define values and publish them. 3. Prioritize goals to match mission statement. 4. Match programs to community needs. 5. Complete programs already started before creating new ones. 6. All management personnel must support policies and procedures. 7. All management personnel must value each other.
3. Discuss purpose - our mission look at outdated goals or productivity measures and as a management group decide on those measurable and obtainable items we will measure our success against.
4. 1. Our Department needs a master plan. 2. We should revisit our Mission Statement. 3. We should conduct a values audit of all members. 4. We should establish common measurable goals and all be held accountable to them.
5. Create a shared vision and mission statement with input from the management team and union. Re-evaluate our department core values to help with our direction and decision-making. We need a master plan because if you fail to plan, plan to fail and we have no plan. The chief needs to be honest with the current direction of the department even if it is not what he promised. We need clear policies without any discretion. Discretion leads to bias, inconsistency, and inequity. We need new direction and new leadership. Department standards, objectives, and goals in our budget should never be lowered.

2. Provide recommendations to improve collaboration in our management team.

1. No telling or cussing at staff at staff meeting. Next time I walk out. Listen to staff when all are on same page about an issue. Why are we hear if we are not listened to.
2. 1. Place importance on responsible communication. 2. Each member must be honest. 3. Resist the I and focus on the team. 4. No hidden agendas. 5. Accept ambiguity and strive to understand. 6. How you choose to communicate says a lot about who you are. Understand the importance of this.
3. True collaboration input from interested members that have valid issues. that input will stear the decission.....not ...what do you think..okay this is how it's going to be .. Not all things can be a collaboration, but if something is to be from group input, listen to the input.

4. To collaborate we must be working on the same projects. Currently we all work independently on our own MBO areas. 1. Common Goals 2. Re-establish MBO areas based on mission and goals.
5. Involve management team and union in decision-making and problem solving. Encourage creativity and innovation in our department instead of smothering it. Tap into the potential of the members of our department. The chief needs to quit overriding the decisions his committees make. Listen to your management team.

3. Provide recommendations to improve communications in our management team.

1. See what u mean, and mean what you say. Do not make up stuff to prove you are right.
2. 1. Place importance on responsible communication. 2. Each member must be honest. 3. Resist the I and focus on the team. 4. No hidden agendas. 5. Accept ambiguity and strive to understand. 6. How you choose to communicate says a lot about who you are. Understand the importance of this.
3. Direct to the point communication. not wishy washy he said.....NO he said. hold people accountable. this is what I said, and you did not follow what I said, here are the consequences for not following what I said. Open communication, this is not a game of the person that holds the most information, wins.. we are a team working toward the goals of the organization. when the Team works toward those goals WE all win.
4. Less informal decisions. Clear Policies and procedures Follow through.
5. Give clear information to all management team members and department personnel. If the chief has to say "this doesn't leave this room" in a staff meeting then he shouldn't tell anyone. The chief needs to be honest with everyone in the department and stop giving conflicting information to different members. The chief and the deputy chief need to get on the same page. LISTEN.

4. Provide recommendations to improve conflict in our management team.

1. Remove Chief.
2. 1. Don't take it personal. 2. Accept that someone has the final say. 3. Use power as a last resort. 4. Seek meaning.
3. The past is the past. we must and Will work together for the advancement of the team. some conflicts are brought on by Who said something as opposed to What was said..that type of pettiness will not allow our team or the department to grow but, will stifle some possibly creative solutions to problems.
4. Our department needs more conflict and spends too much energy avoidiing it. We should be more willing and open to hear other opinions and not be so closed minded
5. The chief needs to quit avoiding conflict and respect the differing opinions of his managers and quit taking conflict personally. All managers need to be open and honest with each other in staff meetings and allow disagreement because the chief's decision might not be the best.

5. Provide recommendations to improve decision-making in our management team.

1. Remove Chief
2. 1. Understand what is being asked of you. 2. Ask questions if needed. 3. Balance your education and experience. 4. Seek understanding in decisions that are made. 5. Understand the rules and regulations inside and out.
3. firm -clear - hold all accountable for compliance
4. 1. Decisions should be well thought out 2. Actively deciding not to make a decision is not being decisive. 3. Make all staff meeting minutes available for review, so that we don't waste time talking about the same topics over and over. 4. decisions should be evaluated based on our mission and goals to avoid making rash decisions that are not consistent with our direction.
5. Make decisions and follow through because it is embarrassing when we can't solve the simplest of problems and our department is riddled with them. When the decision is "because I'm the chief" and you won't accept feedback don't expect any buy-in from your managers. The chief should concentrate on consensus decision-making with the management team instead of relying on his authority. We understand that there are decisions that need to be made solely by the chief, but not all of them.
6. **Provide recommendations to improve trust in our management team.**
 1. Remove Chief
 2. 1. Be honest. 2. No hidden agendas. 3. Keep your promises. 4. Look out for people. Keep and eye on what they are doing and hold them accountable. 5. Don't lie, that way you don't have to remember what you said. 6. Facilitate your employees positive growth.
 3. hard to build / easy to tear down. look at Communication..letting go of that "information" so the department can grow and move forward.
 4. Allow for delegation - true delegation.take something like a morale survey seriously. People trusted that their opinions would count and they feel let down.
 5. The chief needs to stop lying and tell the truth to all members. The chief needs to stop playing department members against each other. He used to play the managers against the union and now he is playing the deputy chief against the captains. The chief needs to follow through with his promises and remember what he tells us. Managers talking about other members and their performance or character in a staff meeting when they are not present should not be tolerated. Do what is best for the department not personal agendas. I think trust between the chief and other managers is beyond repair. There is not enough time for him to rebuild what has been destroyed. Take responsibility for your words, actions, and failures; don't blame others for your misfortunes. The chiefs need to quit pointing fingers at the captains for attempting to interpret a vague policy that they won't fix. Admit your mistakes when you are wrong instead of isolating the manager that found the mistake and making him feel like it was his fault. Don't make examples out of someone's mistake by naming who did what in front of the management team in a staff meeting. This is embarrassing and unprofessional.

7. Provide recommendations to improve the roles in our management team.

1. Define them, then empower staff to make decisions. We always have to get approval first, then depending on what day it is you may get approval, and if the Chief forgets he disapproves another day.
2. 1. Review your position description. 2. Understand that you are management and that you have responsibility. 3. Treat each person with respect. 4. Provide a positive environment for your employees to work. 5. Enforce and follow all policies, procedures, and SOP. 6. Management is our job 99% of the time and it is the hardest thing we will do. Embrace the things that you can change and don't worry about the rest.
3. review job specs for your position. chiefs write policies capt. enforce policies Capt's need to inform Chiefs when policy needs tweaking Chiefs need to make informed decisions on keeping or tweaking policy.
4. We need to clarify the chain of command. Authority needs to be delegated and responsibility needs to be taken!
5. Clarify our organizational chart and responsibilities. Clarify the deputy chief and fire marshal's roles. Either the deputy chief is the captains' supervisor or he isn't. Either the fire marshal has suppression responsibility or he doesn't. We need clear policies and if they need to be changed then change them instead of ignoring them and hoping they will go away (OT policy). Clarify the expectations as management team members vs. the role as a captain because they are different.

8. Provide recommendations to improve leadership in our management team.

1. New Chief, one that actually does what he says he will do.
2. 1. Understand that you are not one of the boys. 2. Enforce the standard. Stand up for the department 3. Treat each other with respect. 4. Get out of your comfort zone. 5. Learn something new each day. 6. Manage your conflict. 7. Don't bitch down. 8. Leave your personal issues at home.
3. ??? I think it will be a product of the other items?? slopover? may be accountability to our positions, department, City. not reactionary but visionary..??
4. No one knows what direction this department is going so...Who are we following?
5. We need to develop new leaders in our department throughout all the ranks because leadership skills are learned. Create a leadership philosophy for members to follow. We need a leader who will support the department and the personnel. One who will follow through with promises and someone who cares and listens to employees. We don't need a leader who is afraid of the city manager and council and who is the first department head in line to offer us up to the City's chopping block. I think it is time for new leadership in our department. Someone from the outside. Stop micromanaging.

9. Provide recommendations to improve accountability in our management team.

1. Chief gives us deadlines, but does not follow his own set deadlines. MBO reviews take longer and longer to receive, sometimes not at all.
2. 1. Dot the i's and cross the t's. 2. Know that you are responsible for your actions. All of the time. 3. Manage yourself not time. 4. Do not procrastinate. Don't put off what is

- important. 5. We all live by deadlines, know yours. 6. Remember that you are being watched by someone all of the time. 7. Take pride in your individual, team, and departmental accomplishments. 8. Buy in, or check out.
3. already discussed in other areas.
 4. Follow through on decisions. Apply timelines and goals and stick to them. We have goals and we move them around if we don't achieve them. We have timelines and we move them back if we don't achieve them.
 5. Create clear policies and roles and then hold everyone to the same level of accountability. Stick to deadlines and timelines. Accountability shouldn't decrease as you move up the organizational chart.

10. Provide recommendations to improve competence in our management team.

1. Education.
2. 1. Train on what is important. If you are new to management start there. 2. If you don't understand. Ask a lot of questions. Get the information before they leave. 3. Learn from the past. Someone has done it before. 4. Follow the policies and procedures. I don't need to repeat this but I will. 5. Learn that it's OK to admit that you don't know everything. 6. Utilize the SOP/ SOG to assist you in making decisions. 7. Personal reward is short lived. 8. Know and understand your place in the grand scheme.
3. training, education, practical application.....build for success
4. The department should consider management / leadership training from outside organizations to be delivered to all management personnel. Future Chief level positions should require minimum education/degree requirements.
5. Provide leadership and management training to personnel. Chief position should require at least a bachelor's degree and chief officers at least an associate degree. Encourage people to grow and let them share with the department. Create some type of development program for captains and chief officers that covers the entire range of skills: management, leadership, command, strategy/tactics. Training has always been in need of improvement and the higher you get the less training you receive for your position. Apply what they are teaching in the real world to our department.

11. Provide recommendations regarding training for management team members.

1. Well when we give up our training budget it is hard to provide outside training.
2. 1. Seek all possible training opportunities. The department cannot give you all that you will need. 2. Make yourself a priority. 3. Seek information from new and different sources. 4. Understand that your training is your responsibility and only you can decide if you want to learn. 5. Be prepared to learn all of the time. 6. Seek guidance to help determine if you are on the right track. 7. Education without experience and common sense will eventually show your weaknesses. Work on them.
3. chief officer classes.. shadowing program for first..... in position. shown all the ins and outs, ups and downs, tips and tricks, ease that new kid anxiety.
4. Training should be less focused on certification and more focused on improvement and quality. The department would be well served with some outside looking in management training.

5. Leadership and management training on the quarterly training assignment for all captains and acting-captains. Use staff meeting time for training opportunities.

12. Provide recommendations regarding development programs for management team members.

1. It takes money and the Chief and City are not willing to spend it. Let's spend \$20k on a party
2. 1. The task books are a start. 2. We must embrace and uphold a standardized level of education and experience for each position within the department. 3. Upper level education is vital to the continued existence of the department. We must even the field when dealing with administrators or executives. 4. While many programs can be developed within the department, each employee must understand the importance and strive to complete them whenever possible. 5. Much of what we need to learn is already out there in the private sector. The FESHEE model and national standards already exist and are ready for use. 6. All programs are only as important as we make them.
3. **No Response**
4. 1. Develop a Captains college for Engineers to provide for succession training. Adopt a college program - provide unlimited reimbursement for Captains to attain bachelors level education.
5. Captain development program. Start preparing our future company officers now. Chief officer program. Start preparing our future chief officers now. Leadership development program for all members.

Appendix G

Non-Management Recommendations Results

The results of the recommendations provided by the HFD non-management personnel in the Non-Management Questionnaire are provided in this appendix. The results were copied and pasted from the researcher's Survey Monkey account at www.surveymonkey.com in their original format. The results were not edited or changed for spelling or grammatical errors in order to maintain the integrity of the results.

1. Provide recommendations to improve relations with the management team when dealing with organizational issues.

- a. See #5
- b. Management needs to accept the fact that everyone in the department has a vested interest in the future of the department. They also need to embrace the fact that rank and file personnel are no longer uneducated people who do what ever they are told just because they were told to do it. The youth of this department are educating themselves and preparing to be the EFFECTIVE future leaders of the Hanford Fire Department! Our current management team is out of touch with what goes on on the other side of the door that reads "Administration". We have a fire chief who knows nothing other than administration. He hasn't been on the line in 20+ years. This department is full of people who want nothing more than to see it pushed into the next level, but unless the current administration doesn't learn to listen to the guys on the other side then we will continue to see moral circle the drain and good people leaving. Our fire chief needs to stop relying on technology and start taking a stand for what we really need and that's stations, apparatus and personnel. He has consitently used our department as a piggy bank for the city, giving money back to the general fund so he looks like the hero of the day to the city administration. He put full faith in a "funding stream" for battalion chiefs, he isn't pushing for us to receive the ladder truck that is in our budget or the stations that are in the budget. Instead he wants to show the city what we have saved them fiscally. He needs to get with the program or get packing! Our fire chief is combat ineffective, he can't remember any thing that happened more than five minutes prior and he tries to pit the management against the rank and file. We aren't stupid, the only person who thinks his trickery is working is him. I understand the term management team includes captains, but it is my whole hearted belief that our problems stem from the very top of the food chain. For the most part, the six captains are doing their best to interpret the f'-ed up policies the chief refuses to fix and apply them as fairly as possible. It's to the point that they are left scratching their heads wondering what the hell is really going on around there!
- c. My answers are the same for all these questions: Solicit feed back from us. Listen to us. Don't be afraid to implement GOOD ideas that come from us. Not every idea has to come from those in the department with crossed/gold buggles. Develop a Fire Management plan for the department. We need better lines of communications and everyone needs to know what the departments goals and objectives are.

2. Provide recommendations to improve relations with the management team when dealing with policy issues.

- a. See #5
- b. Our management team needs to be open minded to change. The entire industry has shifted yet we are stuck operating with policies that still say a minimum staffing level of six. Again, the problem lies in the laps of the department head and his trusty assistant. How many times do they expect us to believe that a policy was changed, added or removed "inadvertantly"? They are liars, there's no other way to put it. There is to much pride to admit when something is broken. The simplest answer to this question is to be open minded and willing to try something new (especially if it's working for so many other departments, it can't be that bad can it?).
- c. Same as above - They need to stop talking and start listening. They're not the only ones with great ideas.

3. Provide recommendations to improve relations with the management team when dealing with training issues.

- a. See #
- b. I think the deputy chief is truly trying to make training a priority in the department. However, with that said the hour assignments he puts on some of the topics are flat out ridiculous! The deputy chief has listened to peoples concerns about people taking training that should be manipulative drills and just table talking them. Now, there are some captains, well at least one that believes any manipulative drill or hard work for that matter, does not apply to him. I guess why he's referred to as captain clipboard? Hmmm, hard for us to respect a person like that! Training should apply to everyone, especially shift level personnel. Just because you are a captain doesn't mean you automatically become exempt from hands on training.
- c. Same as above

4. Provide recommendations to improve relations with the management team when dealing with safety issues.

- a. See #5
- b. I believe our management team is for the most part very focused on safety. Hell, just look at the 12+ hours we've spent learning how to wear a stupid vest.
- c. Same as above

5. Provide recommendations to improve relations with the management team when dealing with issues regarding department direction.

- a. I have no faith or trust in the upper management of our department when it comes to leadership or direction. The basic fundamentals that are taught to us as Firefighters or even as kids they seem to lack. The Chief hoards information for himself due to his insecurities as a leader. He forgets about promises made to the union and to his captains and has no follow through skills. He has people in the department that are

willing to help but refuses to delegate. Are department lacks direction because it has no leader. You should be able to get the same answer from each member of the management team in regards to the direction of our department, but on any given day you may get several different answers or even a blank stare. As non-management employees we look to our leaders for direction and when we don't get it we create or own and are then chastised for it. As for improving relations the best way would be to start fresh with a new Fire Chief. This old dog is beyond learning any new tricks. But if that isn't an option then I guess just show us progress. Move forwards no backwards. I can't continue to believe words or promises that are said if they never happen, and this has nothing to do with station #3. How to you expect people to believe or follow if we can't even handle the small stuff without resistance to change. COMMUNICATION, TRUST, FOLLOWTHROUGH.

- b. This one can't be any simpler, shut your mouth and learn to listen to others. The people of this department aren't stupid. We spend time educating ourselves, we spend time networking with people from other departments. We ask questions and get our hands on the new technologies and techniques that the fire service is using, that works! Part of the shift in direction is what other departments are doing, as a small department it is okay to want to be an individual and do things our way, but there are plenty of times when we should put our pride aside and emulate other departments. We aren't Seattle or Phoenix chief, we are Hanford, and your pride is the anchor that is keeping this ship from setting sail!
- c. Same as above